

# The Effect of Competence, Job Placement and Job Satisfaction on Employee Performance at the Regional Office VII BKN

Lusi Sartika<sup>1</sup>, Fatimah<sup>2</sup>, Diah Isnaini Asiati<sup>3</sup>

Departement of Magister Management, Universitas Muhammadiyah Palembang,  
Indonesia

[Lusisartikaump20@gmail.com](mailto:Lusisartikaump20@gmail.com), [fatimahma@yahoo.co.id](mailto:fatimahma@yahoo.co.id), [diah\\_isnaini@yahoo.com](mailto:diah_isnaini@yahoo.com)

## Abstract

This study aims to determine and analyze 1) the effect of competence, job placement and job satisfaction on employee performance at the Regional Office VII BKN, 2) the effect of competence on employee performance at the Regional Office VII BKN, 3) the effect of job placement on employee performance at the Regional Office VII BKN and 4) Job Satisfaction on employee performance at Regional Office VII BKN. The object of research is the employee at the Regional VII BKN office. The research method is associative using primary data. The population of this study was 140 employees, the sample selection technique used in this study was a probability sampling technique with a cluster random sampling method obtained through the formula of Isaac and Michael as many as 100 employees. The analysis technique used is multiple linier regression analysis. The results showed tha 1) simultaneously competence, job placement and job satisfaction had a significant effect on employee performance at Regional Office VII BKN, 2) competence had a significant effect on employee performance at Regional Office VII BKN, 3) job pacement had a significant effect on employee performance. At Regional Office VII BKN 4) job satisfaction has a significant effect on employee performance at Regional Office VII BKN.

**Keywords:** Competence, Job Placement, Job Satisfaction, Employee Performance

**JEL Code:** M54, O16.

## How to Cite

Sartika, L. Fatimah, Asiati, D. I. (2022). The effect of competence, job placement and job satisfaction on employee performance at the Regional Office VII BKN. *International Journal of Business, Management, and Economics*, 3(3). 257 - 270. DOI: <https://doi.org/10.47747/ijbme.v3i3.752>.

## 1. Introduction

Increasing human resources for the development of organizational management is the main requirement to be able to compete and be independent in the era of globalization. In the context of future government development, it is important to prepare a professional State

Civil Apparatus (ASN), able to compete and participate in world development in various aspects of life, so that employees can improve the quality of high service for the public. Indonesia is challenged to be able to realize good governance and clean governance. In the context of public organizations, performance is a measure of the results in managing and running the organizational bureaucracy related to things that will and are being done. According to Yaslis (2013: 62) performance is the appearance of the work of personnel both in quantity and quality in an organization. Performance in the form of individual appearances and groups of personnel. The appearance of the work is not limited to personnel holding functional and structural positions, but also to the entire range of personnel in the organization.

Employee performance is influenced by competence, development, work design, personality, job satisfaction, work environment, loyalty, commitment, work discipline, work motivation, leadership, leadership style, and organizational culture (Kasmir, 2016: 65). Meanwhile, according to Nitisemito (2011: 66) these factors include: the amount and composition of compensation given, proper job placement, training and promotion, a sense of security in the future, relationships with colleagues and relationships with leaders. To form the good performance of a government employee, he has regulated regulations related to the importance of competence and the addition of employees to the performance of agencies within the government. Employees must have the right competence in doing work to realize employee work performance and success in the long term. Each competence will appear in individuals on various characteristics, in the BKN Regional VII office there is still a low competence shown by limited knowledge of employees, low understanding can be seen from the slowness in completing work and facing public complaints besides that there is still an unenthusiastic attitude in completing work and low interest in improving ability to work. Empirical studies with different results related to competence were shown by the research of Ngebu, Sintaasih & Subudi (2018) and Hermawan (2019) whose research results stated that competence affects performance while Susanto & Sukoco research (2019) stated that different research results, namely Competence did not have a significant effect on performance.

In addition to competence, the suitability of employee work placements can also affect performance. The suitability of work placement between position positions and the educational status or competence of employees greatly affects the way employees work in carrying out agency governance so that they appear in the form of employee performance. Inappropriate job placements will cause employees to display lower productivity, feel saturated and bored so that it will be difficult to achieve the expected performance. This is more or less also still happening to employees of the Regional VII BKN Office, job placements which are still not in accordance with education, skills, experience and age factors that have received less attention so that this ha will affect employee performance. Empirical studies on job placement showed the results of research by Siahaan (2019) and Manullang, Kennedy & Tiara Puspa (2020) which stated that job placement partially affects employee performance while Lussy's research (2018) showed results that job placement had no effect on employee performance.

Job satisfaction is also closely related to employee performance, a person who is satisfied in his job will have high motivation, commitment and work participation so that he will continue to strive to improve their performance. Most people generally feel satisfaction with their work even though there are differences in satisfaction between them. At the BKN

Regional VII Office, employees still often feel that they do not get enough attention from the agency accompanied by a promotion system that tends to be unhealthy, weak leadership supervision and there are still competitors and jealousy between colleagues. An empirical study of job satisfaction studies showed the results of Rosmaini & Tanjung research (2019) which proved that job satisfaction has an influence on employee performance. An empirical study that contradicts the above results was shown by Nabawi (2019) where in his research showed the results that job satisfaction did not have a significant effect on employee performance.

## **2. Literature Review**

### *2.1 Employee Performance*

Kasmir (2019: 182) states that employee performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. Employee performance is about doing the work, what is done and how to do it which then produces work that has a strong relationship with the company's strategic goals and contributes to the economy.

Performance indicators according to Abdullah (2014: 197) are: quality, quantity, punctuality, effectiveness, independence and work commitment. Meanwhile, Malthis & Jackson (2012: 378) stated that the indicators that are a measure of employee performance are: Quantity, quality, punctuality, attendance and ability to cooperate.

### *2.2 Competence*

According to Wibowo (2016: 272) competence as a person's ability to produce at a satisfactory level in the workplace, including the ability of a person to transfer and apply these skills and knowledge in new situations and increase the agreed benefits.

Hutapea and Thoha (2012: 28) stated that the main components of competency formation are: knowledge, skills and attitudes. while according to Sutrisno (2019: 204) the concept of competence that is used as a measure is as follows: knowledge, understanding, skill, value, attitude and interest.

### *2.3 Job Placements*

According to Hartatik (2014: 77) Job placement is job title analysis information that is used to place employees on job jobs that match the skills in order for them to work effectively. Job placement indicators According to Yuniarsi & Suwatno (2013: 42) are placement according to education, placement according to knowledge, placement according to skills, placement according to experience, and placement according to age factors.

### *2.4 Job Satisfaction*

Job satisfaction is an assessment of the worker, namely how far his work as a whole satisfies his needs, job satisfaction is related to the attitude of the employee towards the work itself, work situation and work relationship (Sukrispiyanto, 2019: 182).

According to Sedarmayanti (2017: 168) indicators in measuring job satisfaction are job content, supervision, organization and management, opportunities to advance, payments (wages/salaries), colleagues and working conditions.

### **3. Research Method**

The object in this study is Employee Performance (Y) as a dependent variable while as an independent variable is Employee Competence, Employee Job Placement and Employee Job Satisfaction at the Regional Office VII BKN Palembang. The population in this study was all civil servants (PNS) at the Regional Office VII BKN with a total of 140 employees. The sample in this study used Isaac and Michael's formula for a population of 140 people with an error rate of 5% then the number of samples as many as 100 people were selected using the cluster random sampling method.

Data collection techniques are questionnaires, interviews and documentation. Questionnaires are those submitted and collected by researchers by meeting respondents directly. Interviews are direct communication with BKN Palembang employees to obtain information related to the necessary data. Documentation is by collecting data related to the study under study. The data analysis technique in this study was used regression linear. However, previously, instrument tests and classical assumption tests will be carried out first against the data. The analysis model used is multiple linear regression analysis; this analysis model is used because of the variables that affect more than one, the model of multiple linear regression equations as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

### **4. Findings and Discussions.**

Based on the number of research samples of 100 respondents, the authors distributed 100 questionnaires to selected respondents from the Regional Office VII of BKN, with the result of returning 100% of the questionnaire, which was 100 copies, which had been received again, then the research sample had met the research requirements. The general description of respondents was seen through the demographics of respondents which included: gender, age, last education, length of service, working class and employment status.

#### ***4.1 Instrument Test***

Instrument tests include validity tests and reliability tests. Validity test with Cronbach's Alpha method r hitung value is represented by Corrected Item-Total Correlation value, Based on the validity test that has been carried out, the overall indicators used in each question item in employee performance, competence, job placement and job satisfaction are said to be valid, because the overall indicators used have a r hitung value of  $> r_{table}$  (0.361).

Reliability tests are carried out jointly on all question items. If the value of Cronbach Alpha  $\geq 0.7$  then it is reliable. If the Cronbach Alpha value  $< 0.7$  then it is not reliable. Based on reliability tests, the overall value of employee performance, competence. Job placement, and job satisfaction used in this study are said to be reliable, because overall it has a value of  $> 0.7$ .

#### ***4.2 Test of Classical Assumptions***

##### ***4.2.1 Normality Test***

The normality test is a test to measure whether the data owned is normally distributed so that it can be used in statistics. Test the Kolmogorov-Smirnov sample to test the normality of the regression model, provided that if it is significant  $> 0.05$  then the variable is normally distributed. The results of the normality test can be seen, as follows:

Table 1. Normality Test Result

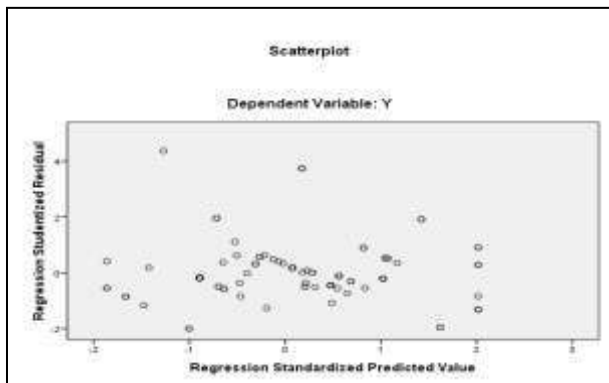
	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
Unstandardized Residual	<b>0,146</b>	<b>100</b>	<b>0,90</b>

Source: Data processing, 2022.

Based on the normality test above, it can be seen that if the significant value is  $0.090 > 0.05$ , then it can be ascertained that the regression model meets the normality.

#### 4.2.2 Uji Heteroskedastisitas

The heteroskedasticity test is used to test for the occurrence of residual variance differences of one observation period to another observation period. How to predict the presence or absence of heteroskedasticity in a model can be seen with the Scatterplot image pattern, as follows:



Picture 1. Heteroskedasticity Test Result

Source: Data processing, 2022.

Based on the figure above, it can be seen that the dots on the Scatterplot are spread above and below / around the number 0, and the data points do not collect only above or below only. The spread of data points does not form a wavy pattern of widening and then narrowing and widening again, even the spread of data points is not patterned. So it can be said that there is no herteroskedasticity in the regression model in this study.

#### 4.2.3 Multicholnearity Test

The multicholinerity test applied to multiple regression analysis consisting of two or more free variables or independent variables, will be measured the closeness of the relationship between the free variables through the magnitude of the correlation coefficient (r). If the VIF value in the output result has a value of no more than 10 and a Tolerance value of not less than 0.1, then it can be declared that the multiple linear regression model is free from classical assumptions and can be used in research. Then the results of the multicholinerity test can be seen, as follows:

Table 2. Multicholinerity Test Result

Model (Constant)	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	VIF
Competence (X <sub>1</sub> )	0,305	3,275
Job Placement (X <sub>2</sub> )	0,444	2,253
Job Satisfaction (X <sub>3</sub> )	0,536	1,867

Source: Data processing, 2022.

Based on the multicholinerity test in Table, all variables used in this study have a VIF value of < 10, and a Tolerance value > 0.1, so it can be ascertained that the model used in this study did not occur multicholinerity.

#### 4.3 Linearity Test

The data linearity test aims to find out whether two or three variables have a significant linear or non-linear relationship. Then the results of the data linearity test can be seen, as follows:

Tabel 3. Linearity Data Test Result

	Variabel	df	F	Sig.
<i>Linearity</i>	Competence (X <sub>1</sub> )	1	<b>201,492</b>	<b>0,000</b>
	Job Placement (X <sub>2</sub> )	1	<b>120,329</b>	<b>0,000</b>
	Job Satisfaction (X <sub>3</sub> )	1	<b>62,447</b>	<b>0,000</b>

Source: Data processing, 2022.

Based on the linearity test of the data in Table, it can be seen that the sig value. competence (X<sub>1</sub>) of 0.000, job placement (X<sub>2</sub>) of 0.000 and job satisfaction (X<sub>3</sub>) of 0.000, meaning a sig value. < 0.05. Then it can be concluded that between a free variable and a bound variable has a linear relationship.



*4.4 Multiple Linear Regression Analysis*

Multiple linear regression analysis is used to determine the regression between competency variables, job placement and job satisfaction with employee performance at the Regional Office VII BKN. with the following results

Table 4. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	0,480	0,172	
	X <sub>1</sub>	0,405	0,085	0,476
	X <sub>2</sub>	0,238	0,069	0,285
	X <sub>3</sub>	0,165	0,067	0,184

Source: Data processing, 2022.

Based on the table above, it can be arranged into a multiple linear regression equation, as follows:

$$Y = 0,480 + 0,405 X_1 + 0,238 X_2 + 0,165 X_3$$

A constant value of 0.480 indicates that if competence, job placement and job satisfaction are absent or are worth 0 (zero), then employee performance will be fixed. The competency coefficient value of 0.405 indicates that competence has a positive effect on employee performance. This means that if there is an increase in competence, employee performance will increase, and vice versa if competence decreases, employee performance will also decrease, assuming job placement and permanent job satisfaction.

The value of the job placement coefficient of 0.238 indicates that job placement has a positive effect on employee performance. This means that if there is an increase in job placement, employee performance will increase, and vice versa if the job placement is reduced, employee performance will also decrease, assuming competence and job satisfaction remain. The value of the job satisfaction coefficient of 0.165 indicates that job satisfaction has a positive effect on employee performance. This means that if there is an increase in job satisfaction, employee performance will increase, and vice versa if job satisfaction decreases, employee performance will also decrease, assuming competence and job placement remain.

The results of the multiple linear regression analysis above show that the competency variable has a stronger effect in influencing employee performance than job placement and job satisfaction, meaning that competence has the most impact on employee performance at the Regional Office VII BKN.

*4.5 Hypothesis Test*

4.5.1 F -Test

The F test is intended to test free variables simultaneously/together against bound variables, the results are as follows :

Table 5. F-Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68,821	3	22,940	78,393	0,000
	Residual	28,093	96	0,293		
	Total	96,914	99			

Source: Data processing, 2022.

Specifies f table with a confidence level of 95% and an error rate ( $\alpha$ ) of 5% = 0.05 with a degree of freedom (df)  $v_1 = k - 1 = 4 - 1 = 3$ , and  $v_2 = n - k = 100 - 4 = 96$  (the same df as in Table IV.17). So the Ftabel value = 2.69. Based on the F Test Table, it can be seen that the value of F count  $78.393 > F_{table}$  is 2.69, with a sig level.  $F 0.000 < 0.05$  (significant), then  $H_0$  was rejected, meaning that there was a significant influence on competence, job placement and job satisfaction on employee performance at the Regional Office VII BKN.

4.5.2 t-Test

This t-test is intended to test free variables partially/individually against bound variables, with the following results:

Table 6. t- Test Result

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	0,480	0,172		2,785	0,006
X <sub>1</sub>	0,405	0,085	0,476	4,785	0,000
X <sub>2</sub>	0,238	0,069	0,285	3,453	0,001
X <sub>3</sub>	0,165	0,067	0,184	2,444	0,016

Source: Data processing, 2022.

Specifies ttable with a confidence level of 95% and an error rate ( $\alpha$ ) of 5% = 0.05 and a degree of freedom (df) = n-k. Then : (df) = 0.05 (100-4) is 0.05 = 96. So the value of ttable = 1.984. Based on Table IV.16, it can be seen as follows:

The calculated value for competence is  $4.785 > t_{table}$  1.984, with a sig.t level of  $0.000 < 0.05$



(significant), then  $H_0$  is rejected, meaning that there is a significant influence of competence on employee performance at the Regional Office VII BKN. The calculated value for job placements is  $3,453 > t_{table} 1,984$ , with a sig.t level of  $0.t 0.001 < 0.05$  (significant), then  $H_0$  is rejected, meaning that there is a significant influence of job placement on employee performance at the Regional Office VII BKN. Calculated value for job satisfaction of  $2.444 > t_{table} 1.984$ , with a sig.t level of  $0.t 0.016 < 0.05$  (significant), then  $H_0$  was rejected, meaning that there was a significant effect of job satisfaction on employee performance at regional office VII BKN.

#### **4.6 Discussion**

##### **4.6.1 The Effect of Competence, Job Placement, and Job Satisfaction on Employee Performance.**

Based on the results of the joint analysis that has been carried out in this study, it proves that there is a positive and significant influence on competence, job placement and job satisfaction on employee performance at the Regional Office VII BKN. This shows a positive or unidirectional linear relationship between the variables of competence, job placement and job satisfaction to employee performance, which means that if competence, job placement and job satisfaction are getting better or can be improved, it will have a positive impact on improving employee performance.

This result is in accordance with the theory proposed by Kasmir (2016:65) that the factors that affect employee performance include competence and job satisfaction, then the theory according to Nitisemito (2011:66) that job placement is one of the factors that affect employee performance. Then this result is in line with the theoretical concepts expressed by the expert.

This result is in line with previous research conducted by Manullang, et al (2020), with the results of their research proving the influence of competence and job placement on employee performance. In addition, research conducted by Putri & Latrini (2013), proves the effect of job satisfaction on employee performance. The results differed in Afriana's research (2021) with the results of her research which proved that job placement did not have a significant effect on employee performance. Results that are different from the study can occur due to different research samples and research objects, because the influence caused by job placement variables depends on the number of position structures and company needs. So that if the company only provides a small position structure, the job placement in any position and in any location will remain the same result because it is filled by the same employee with the same position as well, then there is little possibility of any change in its performance.

This result is evidenced by descriptive data that shows the level of employee performance at the Regional Office VII BKN is in a moderate condition. The descriptive results of the data between free variables and bound variables have a similar pattern, which explains the mutual relationship, if competence, job placement and job satisfaction are not optimal, it will have an impact on employee performance which is less than optimal.

##### **4.6.2 The Effect of Competence on Employee Performance.**

Based on the results of a partial analysis that has been carried out in this study, it proves that there is a positive and significant influence of competence on employee performance at the Regional Office VII BKN. This shows a positive or unidirectional linear relationship between competencies and employee performance, which means that if the competence is getting better or can be improved, it will have a positive impact on improving employee performance. So that if employees at the Regional Office VII of BKN can improve their competence at work, it will affect their performance for the better.

This result is in accordance with the theory proposed by Kasmir (2016:65), which states that competence is one of the factors that affect employee performance. This result is in line with previous research conducted by Manullang, et al (2020) and Friolina (2017) with the results of their research which proves the influence of competence on employee performance. Thus, between previous research and current research, similar results are shown, namely competence has a significant effect on employee performance. The results differed in Rosmaini's research (2019) with the results of her research which proved that competence did not have a significant effect on employee performance. The results that are different from the study can occur because the research sample used 72 respondents while this study used 100 respondents, and the object of different research was the Public Works and Public Housing Office of Aceh Tamiang Regency while this study examined the Regional Office VII of BKN, the influence caused by competency variables depends on the performance needs of employees in their agencies. So that if the company only needs low-frequency performance without special skills, the competencies needed do not have a significant effect on the field of work.

#### 4.6.3 The Effect of Job Placement on Employee Performance.

Based on the results of a partial analysis that has been carried out in this study, it proves that there is a positive and significant influence of job placement on employee performance at the Regional Office VII BKN. This shows a positive or unidirectional linear relationship between job placement variables and employee performance, which means that if the job placement is more in accordance with the right position, it will have a positive impact on improving employee performance. So that if employees at the Regional Office VII of BKN can be placed in the appropriate position or field of work, it will affect their performance for the better.

This result is in accordance with the theory proposed by Nitisemito (2011: 66), which states that competence is one of the factors that affect employee performance. This result is in line with previous research conducted by Manullang, et al (2020), with the results of their research proving the influence of job placement on employee performance. Thus, between previous research and research now, similar results have shown that job placement has a significant effect on employee performance. The results differed in Afriana's research (2021) with the results of her research which proved that job placement did not have a significant effect on employee performance. Results that are different from the study can occur because the research sample used 94 respondents while this study used 100 respondents, and the object of different research was Public Sector in and Emerging Country while this study examined the Regional Office VII BKN, the influence caused by job placement variables depends on the number of position structures and company needs. So that if the company only provides a small position structure, the job placement in any position and in any location

will remain the same result because it is filled by the same employee with the same position as well, then there is little possibility of any change in its performance.

#### **4.6.4 The Effect of Job Satisfaction on Employee Performance.**

Based on the results of a partial analysis that has been carried out in this study, it proves that there is a positive and significant influence on job satisfaction on employee performance at the Regional Office VII BKN. This shows a positive or unidirectional linear relationship between job satisfaction variables and employee performance, which means that if job satisfaction is getting better or can be improved, it will have a positive impact on improving employee performance. So that if employees at the Regional Office VII of BKN can have better satisfaction at work, it will affect their performance for the better.

This result is in accordance with the theory proposed by Kasmir (2016:65), which states that job satisfaction is one of the factors that affect employee performance. This result is in line with previous research conducted by Putri & Latrini (2013), Jusmin and Said (2016) and Rosmaini (2019) with the results of their research which proves the effect of job satisfaction on employee performance. Thus, between previous research and current research, similar results are shown, namely job satisfaction has a significant effect on employee performance.

The results differed in the research of Mira, Choong and Thim (2019) with the results of their research which proved that job satisfaction did not have a significant effect on employee performance. Different results from the study can occur because the research sample used 115 respondents while this study used 100 respondents, and a different research object was Saudi Arabia while this study examined the Regional Office VII of BKN, the influence caused by the job satisfaction variable depends on who the individual employee works for and for which company he works. So that employee job satisfaction is difficult to equalize because there are employees who are easily satisfied and some are not easily satisfied, thus the measure of job satisfaction to employee performance is relatively not complex, because employees whose job satisfaction is low do not necessarily have low performance because it could be that the employee works harder because they need additional income.

## **5. Conclusion**

Based on the results of research and discussion on the influence of competence, job placement and job satisfaction on employee performance at the Regional Office VII BKN, it can be concluded as follows:

- a. There is an influence of competence, job placement and job satisfaction on employee performance at the Regional Office VII BKN.
- b. There is an influence of competence on employee performance at the Regional Office VII BKN.
- c. There is an effect of job placement on employee performance at the Regional Office VII of BKN.
- d. There is an effect of job satisfaction on employee performance at the Regional Office VII of BKN.

BKN Regional Office VII is expected to be able to improve the competence, job placement, and satisfaction of its employees because these three variables have proven to have a significant effect on performance, by providing motivation, facilitating and giving special awards so that the performance of employees of regional office VII BKN Palembang is even better.

Regional Office VII of BKN is expected to improve the work competence of its employees, while the improvement includes: providing encouragement and guidance to employees to increase knowledge in carrying out their work. Evaluating employees who do not understand their work to be re-trained, as well as fostering the interest of employees to improve their competence through a positive coaching or training.

Regional Office VII of BKN is expected to be able to adjust job placements for its employees, while these adjustments include: job placements based on considerations of disciplines, skills and work experience in accordance with their employees, so that employees can be more optimal in maximizing their work potential for the better.

Regional Office VII of BKN is expected to increase job satisfaction of its employees, while the increase includes: adjustment of the type of work that is in accordance with the character of its employees, provision of a special reward system to appreciate the contribution of individual employees because the promotion system is already bound and does not allow it to be changed. Leaders in the Regional Office VII of BKN should pay more attention to the motivation given to their employees, because this motivation will encourage the strong feelings of employees to contribute more to their company.

## References

- Abdullah, M. 2014, *Employee Performance Management*. Yogyakarta: Persindo
- Adic, Negara. 2020. *The Influence of Organizational Culture and Job Placement on Performance and Job Satisfaction as Intervening Variables in regional office VII of the State Civil Service Agency*. Repository of Tridianti University Palembang.
- Afandi, P. 2018, *Manajemen Human Resources (Theory, Concepts & Indicators)*. Riau: Zanafa Publishing
- Arda, Mutia. 2017, *The Effect of Job Satisfaction and Employee Performance Discipline at Bank Rakyat Indonesia Putri Hijau Medan Branch*. Scientific Journal of Management & Business. Vol.18 No.1.
- Arikunto, 2013, *Research Procedures for a Practical Approach*. Jakarta: Rineka Cipta.
- Badriah, M. 2015. *Human Resource Management*. Mold 1. Bandung: Pustaka Setia.
- Bogie. Sekaran, Uma. 2013. *Research Methods For Business: A Skill Approach*. New York: Jhon Wiley @ Sons
- Busro, Muhammad. 2018. *Theories of Human Resource Management*. Cetakan 1 Jakarta: prenadamedia Group.
- Darma, Surya. 2012. *Performance Management Philosophy theory and its application*. Yogyakarta: Pustaka Belajar.

- Dharmanegara, (2016) *The Impact of Organizational Commitment, Motivation and Job Satisfaction on Civil Servant Job Performance in State Plantation Denpasar*. (IOSR Journal of Business and Management, Vol 18, Issue 2, Ver. II, 2016, Page: 41-50).
- Friolina.Delvita, Gita dkk.2017. *Do Competence, Communication and Commitment Affect the Civil Servants Performance?*<http://repository.unej.ac.id/handle/123456789/81904>
- Gaol L, Jimmy, 2014, *A to Z Human Capital: Manajemen Sumber Daya Manusia*. Jakarta: Grasindo.
- Hamali, Yusuf A, 2018, *understanding Human Resource Management Strategies Managing Employees*.Edisi ke-3. Jakarta: Buku Seru.
- Hartatik, 2014, *Developing human resources*. Edisi 1. Yogyakarta: Laksana
- Hasibuan, Malayu. S.P. 2012. *Human Resource Management*. Jakarta: Bumi Aksara.
- Hermawan, Eddy, 2019, *The Effect of Competence, Delegation of Authority and Job Satisfaction on the Performance of the State Civil Apparatus*. Maneggio: Jurnal Ilmiah Magister Manajemen. Vol 2 No.2
- Hutapea, Parulian & Nurianna Thoha, 2012, *Competency Plus: Theory, Design, Case and Application for HR and Dynamic Organizations*. Jakarta: Grafindo Persada.
- Kasmir, 2019, *Human Resource Management (Theory and Practice)*. Edisi 1 (6). Depok: Rajawali Pers
- Keputusan BKN No.13 Tahun 2002 on Provisions for the Implementation of Government Regulations No.100 tahun 2000 diubah PP No. 13 Tahun 2002
- Lijan Poltak Sinambela. 2017. *Human Resource Management*. Bumi Aksara: Jakarta.
- Lussy, Kalsum. 2018. *The effect of employee placement and competence on employee performance at the Panca Karya Ambon Regional Company, Sea Transportation Section*. In access via web <https://www.researchgate.net/publication/326870373>.
- Malthis dan Jackson, 2012, *Human Resource Management*. Edisi 1, Cetakan 1. Jakarta: Salemba Empat
- Manulang, Kennedy & Tiara Puspa, 2020, *The Effect of Competence, and Job Placement on the Performance of Civil Servants in Central Tapanuli Regency*. Jurnal manajemen & Kewirausahaan, Vol.5 No.2. Hal: 107-119
- Marwansyah, 2014, *Human Resource Management*. Edisi ke-3. Bandung: Alfabeta
- Nabawi, Rizal. 2019. *The Effect of Work Environment, Job Satisfaction and Workload on Employee Performance*. Jurnal Ilmiah Magister Manajemen Maneggio. Vol.2 No.2
- Ngebu, Wilfridus Djaga, dkk .2018. *The effect of competence and employee placement on employee satisfaction and performance*. (E-Journal of Economics and Business Udayana University, Vol. 7, No. 12.2018).
- Nitisemito, S Alex, 2011, *Personnel Management (Human Resource Management)*,Edisi Kelima, Cetakan Keempat Belas, Jakarta: Ghalia Indonesia
- Priyono, 2016. *Quantitative Research Methods*. Sidoarjo: Zifatama Publishing
- Putri, Astrea & Made Yenni Latrini, 2013, *The Effect of Job Satisfaction on The Performance*



- of Public Sector Employees with In Role Performance and Innovative Performance as Mediation Variables. *E-Jurnal Akuntansi Universitas Udayana*. Vol.5 No.3.
- Robbins, Stephen & Judge, Timothy, 2011, *Organizational Behavior*. Fourteenth Edition. Pearson Education. New Jersey
- Rosmaini & Hendry Tanjung, 2019, Pengaruh Kompetensi, Motivasi dan Kepuasan Kerja terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*. Vol.2 No.1.
- Santoso, sinngih, 2014, *Statistik Multivariat*. Edisi Revisi. Jakarta: Elex Mrdia Komputindo
- Sedarmayanti, 2018. *Hr Planning and Development to Improve Competence, Performance and Work Productivity*. 2nd Printing. Bandung: Refika Aditama.
- Sihombing, Sarinah & Simon Gultom, 2015, *Human Resource Management*. Edisi Revisi. Jakarta: In Media
- Sugiyono, 2019, *Metode Quantitative, Quantifitive and R&D*. Cetakan ke-25. Bandung: Alfabeta
- Sukrispiyanto. 2019. *Human Resource Management*. Indomedia Pustaka: Sidoarjo.
- Susanto, Yohanes & Sukoco, 2019, Pengaruh Kompetensi, Komitmen dan Motivasi Kerja terhadap Kinerja Pegawai Dinas Kependudukan dan Pencatatan Sipil Kota Lubuk Linggau. *Jurnal Media Indonesia (JURMEK)*. Vol.24 No.2. Hal: 1-17.
- Sutrisno, Edy, 2019, *Human Resource Management*. Cetakan ke-10. Jakarta: Prenadamedia Group
- Suwatno & Juju Yuniarsih, 2014, *Human Resource Management*. Jakarta: Suci Press
- Wahyudi, Bambang, 2002, *Human Resource Management*. Edisi pertama: Bandung: SULITA.
- Wibowo, 2016, *Performance Management*, Edisi Kelima, Jakarta: Raja Grafindo
- Widodo, 2015, *Human Resource Development Management*. Jakarta: Pustaka Pelajar.
- Yaslis, Ilyas, 2013, *Performance Theory of Judgment & Research*. Jakarta: Center for Health Economics Studies FKMUI.

### **Copyrights**

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)