

THE EFFECT OF PLACEMENT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AT ISLAMIC BOARDING SCHOOLS

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Abstract

Islamic boarding schools as Islamic Islamic boarding schools as educational institutions that are very much needed by the community need to be maintained for their sustainability. The sustainability of the pesantren is determined by how well the existing employees are able to perform. This article examines how to improve performance in Islamic boarding schools, resulting in improved employee performance. Using PLS analysis software with saturated sampling method. Forging employees has a positive and insignificant effect on performance, meaning that the placement process must be adjusted to the competence of employees, so that it will give birth to good performance. Employee placement has a positive and significant effect on organizational commitment, this means that the placement will increase organizational commitment. Organizational commitment has a positive and significant effect on employee performance, the existence of organizational commitment will give birth to increased employee performance. Organizational commitment is capable of mediating between the placement of employees on employee performance, the placement will give birth to organizational commitment and will have implications for increasing employee performance.

Keywords: Placement, Commitment, Performance, Islamic boarding school

INTRODUCTION

Islamic boarding schools as institutions providing educational services are needed by the community. For this reason, future-oriented management that is more competitive is needed. The first step in facing these more competitive challenges is that human resources are needed who are ready and reliable according to their fields, because HR is an important factor in the progress and sustainability of Islamic boarding schools. The goals of Islamic boarding schools can be achieved if they get support from employees who have good performance,¹ so that with good performance the objectives of the pesantren can be achieved in a better direction. The sustainability of Islamic boarding schools is determined by how to manage their human resources, how to process human resources into a major force for the sustainability of Islamic boarding schools in the present and in the future.

Islamic boarding schools were born from a great vision and mission in educating humans, in their activities the vision and mission are carried out and taken care of by humans.² Human resources can be said to be qualified if they have advantages that can be shown in their performance results,³ with improved performance it will also have implications for improving the quality of learning, the quality of graduates, the quality of education, and the achievement of educational goals.⁴ Human resources who have the skills, abilities and experience supported by the ability to use them for the benefit of

¹ Hendrik Soselisa and Mariana Killay, "Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan TNS Kabupaten Maluku Tengah," *PUBLIC POLICY (Jurnal Aplikasi Kebijakan Publik & Bisnis)* 1, no. 1 (2020), <https://doi.org/10.51135/publicpolicy.v1.i1.p76-87>.

² Mukhibat, "Manajemen Sumber Daya Manusia Dalam Pondok Pesantren," *Forum Tarbiyah* Vol. 10, no. 2 (2021).

³ Made Sarwa Adi Setiawan and I Wayan Bagia, "Pengaruh Penempatan Kerja Dan Kompensasi Terhadap Kinerja Karyawan," *Bisma: Jurnal Manajemen* 7, no. 1 (2021), <https://doi.org/10.23887/bjm.v7i1.28625>.

⁴ L. Lailatussaadah, "Upaya Peningkatan Kinerja Guru," *Intelektualita* 3, no. 1 (2015).

Islamic boarding schools will have a positive effect on the success of Islamic boarding schools and competitive advantage.⁵

Good performance can be influenced by the existence of placements that are in accordance with the level of education of employees, with this education an employee is able to master and understand the work he is given.⁶ Employee performance can be increased with placements based on the skills possessed by employees.⁷ Placement of employees is an activity to match the abilities and talents of a person with his work.⁸ Employees in Islamic boarding schools are interpreted as someone who works in Islamic boarding schools, employees in Islamic boarding schools are not just teaching, but have additional duties as pesantren managers who hold structural positions spread across departments within the pesantren.

The lack of performance achievement is caused by the placement factor that has not been adjusted to previous education and experience, the placement that has not been maximized raises discrepancies in carrying out their duties properly, so that the performance obtained has not been achieved.⁹ However, if the placement has been adjusted to the expertise, it is likely that it will affect the performance and objectives of the institution can be

⁵ Johan Oscar Ong and Masyhudzulhak Mahazan, "Strategi Pengelolaan SDM Dalam Peningkatan Kinerja Perusahaan Berkelanjutan Di Era Industri 4.0," *Business Economic, Communication, and Social Sciences (BECOSS) Journal* 2, no. 1 (2020), <https://doi.org/10.21512/becossjournal.v2i1.6252>.

⁶ R. M. Sugiono, E., & Pratista, "Pengaruh Kepemimpinan Transformasional," *Talent Management, Dan Employee Placement Terhadap Employee Engagement Dan Implikasinya Terhadap Kinerja Karyawan: Studi Kasus RS Premier Bintaro Kota Tangerang Selatan, Indonesia*, 2011.

⁷ Syaiful Bahri, "Pengaruh Penempatan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai," *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2019.

⁸ Maartje Paais, "Penempatan Kerja, Pengalaman Kerja Dan Kinerja Karyawan," *PUBLIC POLICY (Jurnal Aplikasi Kebijakan Publik & Bisnis)* 1, no. 2 (2020), <https://doi.org/10.51135/publicpolicy.v1.i2.p247-260>.

⁹ I Ketut R Sudiardhita et al., "Placement , Career Development on Employee Performance With Job Satisfaction as Intervening Variables," *DLSU Business & Economics Review* 28, no. 3 (2019).

achieved.¹⁰ The data we obtained on the placement of employees based on educational background shows that 41% of employees are in accordance with the required level of education, while 59% of employees are not suitable, this means that the level of education of employees is still dominated by employees who are not in accordance with the required level of education. Placement of employees based on formal education and soft skills education is able to make employees master and understand the work given so that employee performance will increase.¹¹

Placement of human resources as the starting point of the success of Islamic boarding schools, placement of employees in the right positions is not only the dream of Islamic boarding schools, but is the dream of an employee as well. With the accuracy of placement by Islamic boarding schools, it will have a significant impact on the performance it produces. Placements that are tailored to their knowledge, skills and abilities have a high motivational tendency, this will result in increased performance.¹² This can be the other way around, with inaccuracies in placing employees in positions that match their expertise, can cause problems, lack of passion at work, neglected work and decreased performance.

The sustainability of the Islamic boarding school is determined by how the Islamic boarding school places its employees according to the field and expertise, so that the suitability of the placement will give rise to good performance for the progress and sustainability of the Islamic boarding school. Placement in the most appropriate position if the pesantren is able to know what the needs and expectations of employees are so that they will be motivated at work.¹³ Employee performance can also be increased with high

¹⁰ Ade Muslimat, "The Effect of Placement and Career Development on Employee Performance of PT. Mandiri Karya in Jakarta," *Jurnal Ilmiah Ilmu Administrasi Publik* 10, no. 1 (2020), <https://doi.org/10.26858/jiap.v10i1.14135>.

¹¹ Sugiono, E., & Pratista, "Pengaruh Kepemimpinan Transformasional."

¹² A. Yani, H. Susilo, and I. Ruhana, "Pengaruh Penempatan Karyawan Terhadap Motivasi Dan Kinerja (Studi Pada Karyawan PT Perkebunan Nusantara X (PG Watoetoeleis) Sidoarjo)," *Jurnal Administrasi Bisnis* 30, no. 1 (2016).

¹³ V. Rivai, "Manajemen Sumber Daya Manusia Untuk Perusahaan," 2016.

commitment, meaning that organizational commitment to work enthusiasm will minimize the level of errors and will increase employee performance.¹⁴ Commitment to persistence and desire to continue to devote himself to the organization is able to improve performance.¹⁵

Employee performance can be improved by having a placement that is adjusted to the level of education the employee has.¹⁶ Where as a good placement will result in improved organizational commitment, if the placement is not appropriate then the commitment will be lower.¹⁷ In addition, commitment is also able to mediate between placement and performance,¹⁸ by making placements that are adjusted to the level of education and understanding possessed by employees will give birth to high commitment, and high commitment will give birth to employee performance.¹⁹

RESEARCH METHODS

The research uses descriptive quantitative methods with a causality approach, establishing causal assumptions between research variables.²⁰ The assumption of causality between placement and training in improving performance. The data source used is in the

¹⁴ Sudiardhita et al., "Placement , Career Development on Employee Performance With Job Satisfaction as Intervening Variables."

¹⁵ Chairul Hanafi and Abadi Sanosra, "Pengaruh Motivasi Kerja, Iklim Organisasi Terhadap Komitmen Organisasi Dan Kinerja Dosen Pendidikan Guru Pendidikan Anak Usia Dini Ikip PGRI Jember," *Jurnal Sains Manajemen Dan Bisnis Indonesia* 8, no. 1 (2018), <https://doi.org/10.32528/smbi.v8i1.1769>.

¹⁶ Sugiono, E., & Pratista, "Pengaruh Kepemimpinan Transformasional."

¹⁷ Siti Maimunah, E. Didik Subiyanto, and Jajuk Herawati, "Kolaborasi Penempatan Kerja Dan Komitmen Afektif Dalam Meningkatkan Kinerja Karyawan," *JSMBI (Jurnal Sains Manajemen Dan Bisnis Indonesia)* 10, no. 1 (2020).

¹⁸ Setiawan and Bagia, "Pengaruh Penempatan Kerja Dan Kompensasi Terhadap Kinerja Karyawan."

¹⁹ Kusdi Raharjo et al., "The Influence of Organizational Culture and Job Design on Job Commitment and Human Resource Performance," *Journal of Organizational Change Management* 31, no. 7 (2018), <https://doi.org/10.1108/JOCM-07-2017-0286>.

²⁰ A. Ferdinand, "Management Research Methods, Research Guidelines for Thesis Writing, Thesis and Accompanied Management Science," 2006.

form of questionnaires as primary data, the questionnaires are distributed using a google form which is immediately distributed to employees, and directly processed into data ready for data processing to PLS. As well as the number of respondents and other supporting data as secondary data to obtain an overview needed in research. The research was conducted at the Nurul Ilmi Darunnajah Islamic Boarding School, Serang, Banten with a population of 59 employees. As for this study using side saturation techniques, the number of samples is the same as the number of population, namely 59 respondents.

The variable examined in this study is the first employee performance, according to Maimunah,²¹ employee performance indicators are quality, quantity, timeliness, effectiveness, and independence. The second is the placement of employees, according to Bahri,²² of employee placement are educational background, work knowledge, work skills, and work experience. The third is organizational commitment, according to Fitri Dewi,²³ indicators of commitment are affective commitment, continuous commitment, normative commitment.

The analysis technique uses SmartPLS version 3.0 software, as an analysis tool variant-based structural equations that are jointly capable of carrying out measurement model testing and structural model testing simultaneously. Data processing by assessing the outer model and inner model.²⁴ Processing the outer model to assess the validity and reliability of the data obtained, the results of the validity are able to show the level of validity of the questionnaire, it is said to

²¹ Maimunah, Subiyanto, and Herawati, "Kolaborasi Penempatan Kerja Dan Komitmen Afektif Dalam Meningkatkan Kinerja Karyawan."

²² Bahri, "Pengaruh Penempatan, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai."

²³ Fitri Dewi Kesuma et al., "Pengaruh Rekrutmen Dan Komitmen Terhadap Kinerja Karyawan Pada Pusat Penelitian Kelapa Sawit (Ppks) Unit Usaha Marihat," *Maker: Jurnal Manajemen* 5, no. 2 (2019), <https://doi.org/10.37403/maker.v5i2.115>.

²⁴ H Ghozali, I., & Latan, *Partial Least Squares Konsep, Teknik Dan Aplikasi Menggunakan Program Smartpls 3.0 Untuk Penelitian Empiris* (Semarang: Badan Penerbit UNDIP, 2015).

be valid if the loading factor value must be greater than or equal to 0.70. while the reliability value to measure the consistency of the instrument from combach's alpha above 0.70 indicates that the instrument is considered good and tested. SmartPLS also uses the inner model to find out the relationship between variables. In this study will test four hypotheses, hypothesis 1) the better the placement of employees, the higher the performance, hypothesis, 2) the better the placement of employees, the greater the commitment organizational commitment, hypothesis, 3) the better the organizational commitment, the better the performance, hypothesis 4) organizational commitment is able to mediate between the placement of employees and employee performance.

DISCUSSION

Before carrying out statistical tests with the outer model and inner model, the research provided the characteristics of the respondents at the Nurul Ilmi Darunnajah Islamic Boarding School.

Table 1 The Characteristics Of The Respondents

Characteristics	Frequency	Percentage (%)
Gender		
Man	32	54%
Woman	27	46%
Level of education		
High school	36	61%
S1	23	39%
Years of service		
1-4 years	37	63%
5-9 years	10	17%
10-14 years	7	12%
>15 years	5	8%

Source: *HR Department, 2022*

Based on Table 1, it is illustrated that there is no significant difference in the number of male and female respondents. This is a form of adjustment to the characteristics of Islamic boarding schools that handle male and female students who must be supported by employees according to their gender. Then at the majority education

level at the high school level of 61%, this is a form of pesantren policy that provides opportunities for alumni to be involved in pesantren. Then during the working period it was still dominated by 1-4 years of service by 63%, meaning that employees in general were still fresh graduates by providing opportunities for new employees to devote themselves to Islamic boarding schools for at least one year of study.

Data Quality Test Results

Testing data quality with validity and reliability, in PLS using the outer model to find out how well the instruments used in measurement. Validity test can be seen from convergent validity and discriminant validity. The Results Of Validity Testing

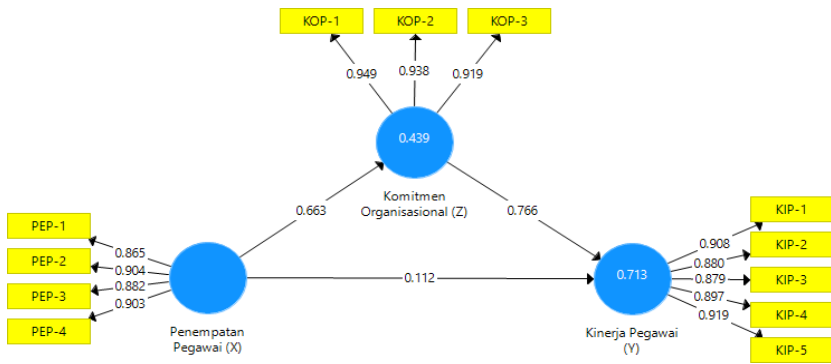


Figure 1. Outer research model (Source:SmartPLSOutput3.0, 2022)

According to Ghazali & Latan A loading factor value of more than 0.70 is considered high, based on Figure 1, the overall loading factor value for each indicator is above 0.70, this means that overall the loading factor meets the criteria for convergent validity, thus the model is considered to meet terms and conditions and can be analyzed further with a validity test with discriminant validity can be seen in table 2.

Table 2.Discriminant validity test with cross loading

Indicator	Employee performance (X)	Commitment (Y)	Placement employee (X)
KIP-1	0.908	0.851	0.622

KIP-2	0.880	0.700	0.478
KIP-3	0.879	0.719	0.574
KIP-4	0.897	0.733	0.559
KIP-5	0.919	0.747	0.532
KOP-1	0.756	0.949	0.637
KOP-2	0.849	0.938	0.609
KOP-3	0.748	0.919	0.614

Indicator	employee performance	Commitment (Y)	Employee placement (X)
PEP-1	0.446	0.510	0.865
PEP-2	0.589	0.631	0.904
PEP-3	0.563	0.551	0.882

Source: *SmartPLS 3.0 output processed in 2022*

From the results of Table 2 that the discriminant validity test can be seen based on the cross loading value which is able to show the indicator value that must be higher from each construct compared to the indicator values in other constructs.²⁵

Table 3. Average Variance Extracted (AVE)

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee performance (Y)	0.939	0.943	0.954	0.804
Organizational Commitment (Z)	0.928	0.930	0.955	0.875
Employee Placement (X)	0.911	0.930	0.938	0.790

Source: *SmartPLS 3.0 output processed in 2022*

Table 4. Cronbach's alpha output and composite reliability

Variable	Cronbach's Alpha	Composite Reliability
Employee performance (Y)	0.939	0.954
Organizational Commitment (Z)	0.928	0.995
Forging employee (X)	0.911	0.938

Source: *SmartPLS 3.0 output processed in 2022*

²⁵ Ghozali, I., & Latan.

Looking at Table 4, the value of Cronbach's alpha and composite reliability already has a value of more than 0.70. If the value is more than 0.70, it can be concluded that overall the instrument is reliable and fulfills the reliability test.²⁶

Model feasibility testing

This test is done by doing the inner model, this test looks at the R-Square of the variables used. The R-Square value of 0.25 is weak, 0.50 is moderate, and 0.75 is strong.²⁷

Table 4 R-Square outputs

R-Square variable	
Employee performance(Y)	0.713
Organizational commitment(Z)	0.439

Source: *SmartPLS 3.0 output processed in 2022*

Based on Table 5, the R-Square value of the employee performance variable is 0.713 in the moderate category and the organizational commitment variable is 0.439 which is in the weak category. These results show that employee performance is influenced 71.3% by placement and organizational commitment variables. While the commitment variable 43.9% is influenced by the employee placement variable.

Hypothesis testing results

Seeing the results of the hypothesis directly by looking at the results of the T- Statistics and P-Value. This is done by boots trapping the model that has been tested on the outer model with validity and reliability on the inner model test. The results of the hypothesis test are accepted if the T-statistic value is greater than the T-table (1.960) or the p-value is less than (0.05).²⁸ The results of testing the proposed hypothesis can be seen in Table 6 below.

²⁶ Ghozali, I., & Latan.

²⁷ Ghozali, I., & Latan.

²⁸ Ghozali, I., & Latan.

Table 6. Output path coefficients

Variable	T Statistics	P Values
Employee placement (X) -> Employee performance (Y)	0.759	0.448
Employee placement (X) -> Organizational commitment (Z)	7,903	0.000
Organizational commitment (Z) -> Employee performance (Y)	5,092	0.000

Source: *SmartPLS 3.0 output processed in 2022*

In Table 6, it can be seen that the significance test of the three hypotheses proposed, and there is one hypothesis was rejected because the t-statistic value was below 1.960 and the p-value was above 0.05.

- a. Hypothesis 1. Employee placement has a positive and insignificant effect on performance. This can be shown from the results of the T-statistic value of 0.759 <t-table 1.960 and p-value 0.448> of 0.050. This is because the majority of employees' educational background is still at the high school level of 61%, this is the cause of a lack of understanding of employees for the tasks they are given. In addition, employee experience is dominated by new employees with a working period of 1-4 years with a considerable number of 63%. which is the cause of the placement of employees has not had a significant effect on employee performance. This is in line with previous research from Azhari & Zulhelmi²⁹, that the placement of employees has no significant relationship to employee performance.³⁰
- b. Hypothesis 2. Employee placement has a positive and significant effect on organizational commitment. This corresponds to the value of the t-statistic results of 7.903 >

²⁹ Zulhelmi and Susanti, "Pengaruh Penempatan Karyawan, Tingkat Kedisiplinan, Gaya Kepemimpinan, Budaya Organisasi, Dan Motivasi Terhadap Kinerja Karyawan Pada PT. Wirabeton Mix Di Pekanbaru," *PROCURATIO* 5, no. 4 (2017).

³⁰ Suria Alamsyah Putra, "Effect Of Placement And Work Environment On Work Discipline And Their Impact On Performance Of Employee Office Jati Karya Village, Binjai City," *Jurnal Ekonomi LLDIKTI Wilayah I (JUKET)* 1, no. 1 (2021), <https://doi.org/10.54076/juket.v1i1.35>.

from t-table 1.960 and p-value < than 0.05. The better the placement process is carried out, the more employee commitment will increase to survive and develop the ability to keep fighting in the pesantren. Placing employees by adjusting the abilities possessed by employees will increase commitment in the form of belief in the values that are upheld by Islamic boarding schools, commitment to the will to fight in Islamic boarding schools, and the willingness to remain high in Islamic boarding schools. This is in line with research from Maimunah & Widodo that employee placement has a positive and significant effect on organizational commitment.

- c. Hypothesis 3. Organizational commitment has a positive and significant effect on employee performance. This is in accordance with the results of the t-statistic of 5.092 > from t-table 1.960 and p-value < than 0.05. High commitment to the acceptance of values boarding schools, the willingness to direct their best dedication, and the willingness to stay in the boarding school will affect the results of employee performance. This is in accordance with research from Kesuma & Widodo that employee commitment has a positive and significant effect on employee performance. If organizational commitment is high, it will be able to increase employee performance.

Intervening variable test results

To prove whether the organizational commitment variable is capable of being an intervening variable capable of mediating the effect of placement of employees on employee performance, this is done to see whether the commitment variable is capable of mediating by looking at the results of the inner model values by bootstrapping. The results of testing the effect of mediation can be seen in Table 7.

Table 7 Output specific indirect effects

Variable	T Statistics	P Values
Employee placement (X) -> Organizational commitment (Z) -> Employee performance (Y)	4,371	0.000

Source: *SmartPLS 3.0 output processed in 2022*

In Table 7 above, the mediating effect between employee placement on employee performance through organizational commitment can be explained as follows.

- d. Hypothesis 4 The indirect effect of employee placement on employee performance through organizational commitment can be shown in the results of the t-statistic $4.371 >$ from t-table 1.960 and p-value < 0.05 . This shows that organizational commitment is able to strengthen the influence of placement of employees in improving employee performance. This means that by placing employees who are adapted to the skills of employees will encourage increased organizational commitment which will result in increased employee performance. This is in accordance with research from Maimunah under organizational commitment capable of mediating between the placement of employees on employee performance. The better the placement system that is implemented will have a positive effect on commitment which results in improved employee performance.

CONCLUSION

After testing the hypothesis, the following conclusions are obtained: Employee placement (X) has a positive but not significant effect on employee performance (Y). that is, a good placement process, will not necessarily improve employee performance. Placements made are not fully based on educational background, this is due to limited human resources, the majority of employees' education levels are still high school level, this is in line with the theory that placement is a form of placing employees in tasks that are tailored to the skills, knowledge and other abilities according to to the needs of the organization will be able to improve performance, also vice versa, if the placement has not been carried out in accordance with the level of education, skills and knowledge it has not been able

to improve employee performance. In anticipating these problems, the pesantren after placing employees who do not meet the required educational background and experience is to provide continuous understanding and assistance to employees, giving employees opportunities to improve their education. Having a high educational background will have an impact on employee understanding of the tasks they are given and being able to find solutions if they have obstacles while working.

Employee placement (X) has a positive and significant impact on organizational commitment (Z), meaning that the better the placement process carried out by the pesantren, the commitment will also increase. Organizational Commitment will increase if the placement is in accordance with the area of expertise that the employee has. The placement of good employees will give rise to organizational commitment to the belief in the values upheld, commitment to the willingness to mobilize all of its resources, and the willingness to remain as part of the pesantren. Organizational commitment (Z) has a positive and significant impact on employee performance (Y). the higher the employee commitment, the higher the employee performance. Commitment to acceptance of Islamic boarding school values, willingness to put forth their best work, and willingness to survive will affect employee performance.

Increasing organizational commitment must continue to be carried out by Islamic boarding schools, through various activities and opportunities provided by Islamic boarding schools by placing them according to employee expertise, providing financial or non-financial awards, providing scholarships, providing broad opportunities for self-improvement and training according to needs. pesantren, creating a conducive environmental atmosphere, with these activities it is possible that it will lead to Organizational Commitment which will result in employee performance. Organizational commitment (Z) is able to mediate between the placement of employees (X) on employee performance (Y). this means that the placement of employees according to the competence and abilities of employees will

encourage increased organizational commitment which results in increased employee performance

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