



THE IMPACT OF COMPETENCY AND WORK PLACEMENT ON EMPLOYEE PERFORMANCE AT THE TOURISM OFFICE OF SLEMAN REGENCY

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Abstract

Increased competition motivates organizations to continue enhancing performance. Transferring and promoting employees is one measure that can be taken to enhance employee performance. The mutation is anticipated to serve as the appropriate link between employees and positions. The purpose of this study is to investigate the mechanism of employee placement and the requisite competencies at Sleman Regency Tourism Office, as well as the effect of competence and job placement on employee performance. This study employed diverse research methodologies (Mixed Method). The sample in this study were 59 civil servants, freelance daily workers, and freelancer workers at Sleman Regency Tourism Office which was determined by using the disproportionate stratified random sampling technique. The instrument utilized in this investigation is subjected to validity and reliability testing. Data collected using a questionnaire, interview, and documentation. The analysis was performed by data reduction, triangulation, drawing conclusions, multiple linear regression, and hypothesis testing. The study findings indicate that partial competence has a positive and significant impact on employee performance. The work environment has a significant and positive effect on employee performance. This is also supported by the findings of interviews, which indicate that the quality of employee performance will increase if the work placement is conducted properly and appropriately. This study demonstrates that both competence and work placement have a significant impact on performance. The R value for all Sleman Regency Tourism Office employees with a coefficient of determination is 0.500, or 50.0%.

Keywords: *Competency, Work Placement, and Employee Performance.*

Abstrak

Meningkatnya persaingan membuat organisasi semakin termotivasi agar terus meningkatkan kinerja. Salah satu upaya yang dapat dilakukan dalam meningkatkan kinerja pegawai adalah mutasi dan promosi pegawai. Adanya mutasi, diharapkan dapat menjadi jembatan yang tepat antara pegawai dengan jabatan. Penelitian ini bertujuan untuk mengeksplorasi mekanisme penempatan pegawai serta kompetensi yang dibutuhkan pada Dinas Pariwisata Kabupaten Sleman serta menganalisis bagaimana pengaruh kompetensi dan penempatan kerja terhadap kinerja pegawai. Penelitian ini menggunakan metode penelitian campuran (Mixed Method). Sampel dalam penelitian adalah pegawai PNS, PHL dan P JL di Dinas Pariwisata Kabupaten Sleman berjumlah sebanyak 59 orang dengan teknik disproportionate stratified random sampling. Instrument dalam penelitian ini menggunakan Uji Validitas dan Uji Reliabilitas. Data yang dikumpulkan menggunakan kuesioner (angket), wawancara dan dokumentasi. Analisis dilakukan dengan reduksi data, triangulasi, menarik kesimpulan, regresi linear berganda dan uji hipotesis. Hasil penelitian menunjukkan bahwa secara parsial Kompetensi berpengaruh positif dan signifikan terhadap Kinerja Pegawai. Penempatan Kerja berpengaruh positif dan signifikan terhadap Kinerja Pegawai, hal ini juga didukung oleh hasil wawancara yang



menyatakan bahwa jika penempatan kerja dilakukan dengan tepat dan sesuai maka kualitas kinerja pegawai akan meningkat kemudian, secara simultan penelitian ini membuktikan bahwa kompetensi dan penempatan kerja berpengaruh signifikan terhadap Kinerja Pegawai Dinas Pariwisata Kabupaten Sleman dengan nilai koefisien determinasi secara bersama-sama memiliki nilai R yaitu sebesar 0,500 atau 50,0%.

Kata Kunci: *Kompetensi, Penempatan Kerja dan Kinerja Pegawai*

INTRODUCTION

Performance improvement is the most important thing that employees and organizations always want. Organizations want optimal employee performance for the benefit of improving work results and organizational profits whereas, employees want self-development and job promotion. Efforts can meet these second expectations, so a good performance management system is also needed. The success of an organization is greatly influenced by the performance of its employees. In improving employee performance requires competence, job placement and adequate abilities.

The existence of competence is the ability to carry out or do work based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2017). Therefore, competence has an influence on performance, besides that job placement also affects performance results. If the job placement process is not right, it will have an impact on the quality of employees. One of the efforts that can be made to improve employee performance is employee mutation and promotion. This termination policy can be seen from the quality, attitude, and ability of individuals as state apparatuses.

Competency is one of the keys to improving employee performance. According to Irfansyah (2019), competence has a very strong influence on employee performance. Competence stores certain goals and objectives to become encouragement, knowledge, nature, and skills so that employees quickly overcome work problems faced

with a sense of calm, confidence, and view that work is an obligation and responsibility that must be done in the organization. Manapo, Dotulong, and Uhing (2022) in his research explained that the influence of competence, work involvement, and job placement on the performance of Civil Servants Supervisors at the Manado City Tourism Office shows that partial competence has a positive and significant effect on employee performance.

Individual employees have different potentials and abilities from other employees. This difference greatly affects the placement of employees in the right position and in accordance with qualifications possessed with job requirements, as well as the assignment of work to prospective employees to be carried out. The results of research conducted by Ngebu, Sintaasih, and Subudi (2018) show that placement has a positive and on their knowledge, skills, and attitudes in order to achieve maximum performance. According to Ardana (2012), job placement is a match or comparison between the significant effects on employee performance.

Employee performance that is not optimal and their lack of competence is a problem in an organization. This will hinder the achievement of standards and goals that have been set and will affect the quality of employee performance. Efforts that must be made by an organization to solve these problems are maximizing employee performance, especially those related to improving discipline. Employees like this are required to do tasks on time and within predetermined limits. According to Mangkunegara (2017),



performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given.

The employee placement process must be in accordance with their fields to make it easier for employees to understand and know their duties so that they can achieve goals according to organizational standards. The ease of understanding tasks based on their abilities and knowledge certainly speeds up the process of completing work and can produce optimal employee performance. In research conducted by Pogoh, Mananeke, and Sendow, (2018) shows that competence and job placement have a significant influence on employee performance.

Based on news publications (Public Relations of the State Civil Service Agency, 2021), it is stated that the technical mechanism for submitting mutations, ranging from planning, or requirements for submitting mutations, to the limits of authority for mutation approval has been accommodated through the State Civil Service Agency Regulation Number 5 of 2019 concerning Procedures for Implementing Mutations. One type of mutation that is often done is the mutation of Civil Servants in one center or region.

Problems that often occur in an effort to achieve standards and achieve goals are the lack of optimal employee performance related to the completion of some work on time and according to the set targets as well as the lack of competent employees in technical activities due to improper job placement that affects the quality of employee performance. It still often happens in several agencies, one of which is in the Sleman Regency Tourism Office where the problems experienced by some employees related to the tasks given are not in accordance with the competencies possessed by employees so it affects the lack of maximum performance appraisal.

The area of Sleman Regency in the mutation mechanism system is determined to refer to existing regulations, but it turns out that there is still a lot of speculation, meaning that the termination tends to be based on family relationships and considerations Spoil System "like it or not" means that the mutation process cannot be carried out professionally in accordance with the established regulations. From incoming and outgoing mutation data obtained from Sleman Regency Tourism Office in December 2021, there were 2 candidates for Civil Servant mutation placed in the Secretariat of Finance, Planning and Evaluation and Human Resource Development and outgoing mutation/promotion for 1 person. In February 2022, there was a mutation of Civil Servant Candidates with the placement of 1 person in Tourism and Creative Economy Destination Development. Then in July 2022, the mutation data came out, and there was 1 person with a job placement in Temanggung. In October 2022, there was a mutation for 1 person with the job placement in Human Resource Development.

From the description above, the research focuses on competence and job placement on employee performance at the Sleman Regency Tourism Office. This study aims to explore the mechanism of employee placement and the competencies needed and to analyze the influence of competence and job placement on the performance of employees of the Sleman Regency Tourism Office.

Human Resource Management

According to Bratton & Gold (2022), Human resource management is a strategic approach to managing work and labor relations that underlines that utilizing community capabilities,

commitment and cooperation is a prerequisite for realizing desired goals. Achieved through a distinctive set of integrated employment practices and positive employment relationships, embedded in organizational, social, and ecological contexts.

Human Resource Management is an important thing and is related to the utilization of humans in carrying out an activity to reach the maximum level of effectiveness and efficiency in realizing the goals to be achieved in organizations and individuals.

Competence

Etymologically, competence is defined as a behavioral dimension of expertise and excellence, a leader or employee who has good skills, knowledge and behavior and in accordance with their respective circumstances. According to Wallo et al., (2020), competence development refers to the wide array of activities that can be used to increase competence levels among employees. Such activities include formal training and development activities.

Competence is the skills, knowledge and personality that must be possessed by each individual in carrying out tasks effectively and competencies possessed in accordance with their respective individual fields.

Work Placement

According to Mathis and Jackson (2012, in Saleh, 2020) stated that job placement is placing a person's position into the right job position, how well an employee fits into his job will affect the number and quality of work.

The placement of these employees is an effort to channel the ability of human resources as well as possible. This is done by placing employees in a place or

position that is appropriate and appropriate, and can increase the morale of the employees concerned, in other words placement can be interpreted as an effort to fill vacant positions carried out by using human resources from internal and external organizations.

Employee Performance

According to Purwanto et al., (2021), job performance has been an important issue in the study of organizational behavior. Other studies have explored some ancestry of job performance, including supervision, leader managerial style, and organizational commitment (Hung et al., 2022).

Performance is work results achieved by a person both in terms of quality and quantity in carrying out his work in accordance with the responsibilities given to employees.

Employee Placement System

Every placement plan should pay attention to the suitability aspect of a position seen from the quality of employees in achieving the level of effectiveness of organizational performance, so the employee placement process must be strictly in accordance with their qualifications.

Research conducted by Sila (2021) identified problems related to the Personnel Structure Analysis of the Enrekang City Sub District Office. The results of his research stated that an employee placement system can be said to be effective. When the foundation of education, work experience, and skills are in line with the plan executed.

Hadinata (2012) has also conducted another research entitled Analysis of Employee Assignment at the Indragiri Hilir Regency Government Office. The results explain why certain job placements continuously do not match the educational and professional backgrounds of workers. The existence of nepotism is



the cause of this problem because it makes the criteria considered ineffective.

The Effect of Competency on Employee Performance

One of the keys to increase employee productivity is developing their skill set. According to Salas et al., (2012), "The term competence development" encompasses a broad category of methods for enhancing workers' skill sets. Training and development programs fall within this category" (Wallo et al., 2020).

This research has been conducted before, especially by Manopo and Dotulong (2022) with the title *The Effect of Competence, Availability, and Efficiency of Manpower in the Manado Tourism Office During the Covid-19 Pandemic*. However, the result of the study shows that competence is a statistically significant and positively correlated factor in worker productivity.

The Effect of Placement on Employee Performance

Each employee has unique skills and abilities that contribute to the team as a whole. This difference greatly affects the correct and appropriate placement of employee positions following their knowledge, skills, and attitudes to achieve maximum performance.

Based on the opinion according to Ardana (2012), the assignment and qualifications for work are a series in the process of determining the placement of prospective employee positions.

Further research has been conducted by Ngebu et al., (2018) which examined the effect of employee competence and placement on satisfaction in Ngada's education, culture, youth, and sports departments. The results showed that placement had a positive and statistically significant effect on labor productivity.

The Effect of Competency and Job Placement on Employee Performance.

The efficiency of the company's employees is a good indicator of its success. Efforts to improve employee performance are one of the main goals of every organization in achieving its goals. The performance of employees is based on individual performance to be assessed based on predetermined criteria requirements.

A person's professional reputation can be improved by paying attention to the quality and quantity of his work in performing the task or work given (Mangkunegara, 2017). As for the definition of performance in international journals, if translated in Indonesian, the definition is job performance has become an important issue in the study of organizational behavior. Other studies have explored several breeds of job performance, including supervision, leader's managerial style, and organizational commitment (Hung et al., 2022).

Competence is very influential on the work results of employees. The productivity of an employee increases proportionally by attending various levels of training and competence at work or outside the workplace. Employees who have a professional spirit tend to have a high level of knowledge and skills and know how to use their potential and quickly understand what needs to be done.

The process of placing employees must be appropriate with their expertise to make it easier for employees to understand and know their duties so that they can easily achieve goals based on organizational standards. Completing work tasks based on skills and knowledge is one of the abilities for employees in producing more optimal performance.

Previous researchers Pogoh and Mananeke (2018), have conducted research on the effect of competency level

and job placement of workers at TVRI North Sulawesi Station. Research findings show that employee competence and workplace environment have a significant influence on productivity.

METHOD

This research used a mixed method approach, which combined qualitative and quantitative techniques with an associative approach. In this study, competence and job placement as dependent variables and skill level or employee performance as independent variables. In this study were 59 the population consisted entirely of civil servants, freelance daily worker, freelancer workers at the Sleman Regency Tourism Office. Samples for this study were collected using the disproportionate stratified random sampling technique, and the number of participants surveyed was 51 people.

Researchers made the tools for collecting the data, and conducted validity and reliability test. Data collection using Likert scale questionnaire technique in the form of a checklist, with the choices strongly agree (5), agree (4), disagree less (3), disagree (2), strongly disagree (1), followed by interview and documentation method.

For validity test, all questions or variable indicators used are valid by having a calculated value greater than r table = 0.278. Reliability test found that all *Cronbach's Alpha* values had greater results when compared to the reliability measurement standard, which was 0.60.

Table 1.
Reliability test results

Variable	Cronbach's Alpha	Description
Competence (X1)	0,751	Reliable
Work Placement (X2)	0,74	Reliable
Employee	0,785	Reliable

Performance(Y)

Data analysis in this study are (a) Mixed Method oriented data reduction during the data collection process, (b) Triangulation with cross/intermediate types in the mixed method, (c). Draw conclusions about the analysis and verification activities in the mixed method, (d). Multiple linear regression, and (e). Test hypothesis consists of the Coefficient of determination test (R²), Partial Test (t Test), and Simultaneous Test (f Test).

RESULTS

Primary information was collected through the distribution of questionnaires at the Sleman Regency Tourism Office. The questionnaires distributed amounted to 51, then the questionnaires that did not return amounted to 1 and the questionnaires processed amounted to 50 from the questionnaires distributed for secondary data information obtained during a direct meeting interview with the Head of the General and Personnel Subdivision of the Sleman Regency Tourism Office.

The demographics of respondent participation are shown in the table below.

Table 2.
Characteristic Respondents

No.	Gender	Frequency	Percent (%)
1.	Male	30	60 %
2.	Female	20	40 %
	Sum	50	100 %
No.	Age	Frequency	Percent (%)
1.	21-30	7	14%
2.	31-40	11	22%
3.	41-50	14	28%
4.	51-60	18	36%
	Sum	50	100%

No.	Recent Education	Frequency	Percent (%)
1.	S1	17	34%
2.	S2	8	16%
3.	D3	9	18%
4.	SLTA	16	32%
	Sum	50	100%

Table 2 above shows that male respondents dominate more than women by 60%. Based on age, it shows that the age range that fills out the most questionnaires is between 51-60 years old as much as 36%. Furthermore, at the education level, it shows that most educated respondents are dominated by high school education as much as 32%.

Multiple Linear Analysis

Table 3. Multiple Linear Analysis Results

Model	B	Sig.
(Constant)	2,656	0,644
Competence (X1)	0,412	0
Work Placement (X2)	0,5	0

The results of table 4, the multiple linear regression equation is as follows:

1. The constant value is 2.656, this value means that if X₁ and X₂ simultaneously do not change or are considered zero (0), then Y is 2.656.
2. The regression coefficient X₁ of 0.412 means that the variable X₁ has a positive influence on Y also increases by 0.412 units.
3. The regression coefficient X₂ of 0.500 means that if the variable X₂ has a positive influence on Y it also increases by 0.500 units.

Test the Hypothesis

Coefficient of Determination (R²)

Table 5.

Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square
1	.707	0,5	0,479

According to the table 5, showing that the resulting R² value is 0.500 or 50.0%, this figure explains that the performance of employees at the Sleman Regency Tourism Office is influenced by competence and job placement, while the remaining 50.0% is influenced by other variables that are not studied.

Partial Test (T-Test)

Table 6.

Partial Test (T-Test)

Model	T	Sig.
(Constant)	0,465	0,644
Competence(X1)	4,006	0
	4,24	0

The table 6 shows, from the partial test (t-test) above, the results of testing the influence between each independent variable on the dependent variable are as follows:

1. Competency variable, $t_{count} = 4.006 > t_{table} = 2.011$ of significant p value = $0.000 < 0.05$, then Ho is rejected, and Ha is accepted which means there is a significant influence between Competency on Employee Performance so that the hypothesis can be accepted or proven.
2. Job Placement Variable, $t_{count} = 4.240 > t_{table} = 2.011$ of significant p value = $0.000 < 0.05$, thus Ho is rejected, and Ha is accepted which means there is a significant influence between Job Placement on Employee Performance so that the hypothesis can be accepted or proven.

Simultaneous Test (Test f)

Table 7.

Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	368,339	2	184,169	23,523	.000
Residual	367,981	47	7,829		
Sum	736,32	49			

Looking at the table 7, it can be seen that the F_{count} value of 23.523 with a significant value of 0.000 in the F_{table} with a confidence level of 0.95 and a significance of 0.05 with a F_{table} value of 3.19, then obtained $F_{\text{count}} 23.523 > F_{\text{table}} 3.19$ with a significance of $0.000 < 0.05$ which shows that the variables Competency (X1), Job Placement (X2) simultaneously affect Employee Performance (Y).

DISCUSSION

Based on the results of partial test research, it shows that Competency (X1) has a positive and significant influence on Employee Performance (Y) at the Sleman Regency Tourism Office. Based on the results $t_{\text{count}} = 4.006 > t_{\text{table}} = 2.011$. A significant value of $0.000 < 0.05$, meaning that H_0 is rejected, and H_a is accepted. Based on multiple linear regression values, it has a coefficient of 0.412. This proves that ability or competence has a positive influence on employee performance. It means that if the ability or competence of employees increases, then employee performance will also increase. So, competence has a significant influence on employee performance with a probability/significance value of $0.000 < 0.05$. This is also supported by research conducted by A.M. Pogoh., L. Mananeke (2018), with the results of research that competence has a positive and significant influence on employee performance. In addition, B.Manopo., L.O.H.Dotulong (2022), also said that competence has a positive and significant effect on employee performance.

The partial test results show that Job Placement (X2) has a positive and significant influence on Employee Performance (Y) at the Sleman Regency Tourism Office, with the results of $t_{\text{count}} = 4,240 > t_{\text{table}} = 2,011$. Significant value = $0.000 < 0.05$, thus H_0 is rejected, and H_a is accepted. The result of multiple linear

regression values has a coefficient of 0.500. It shows that the workplace has a significant influence on employee performance, with a probability value or significance level of 0.05 indicating that placement has a significant effect on employee performance. This is in line with the research of Ngebu *et al.*, (2018), with the results of the study Employee placement had a positive and significant effect on employee performance. In addition, Swari, *et al.*, (2020) with the results of their research showed that job placement had a positive and significant effect on employee performance at PT Kimia Farma Apotek Denpasar Business Unit. It shows that the design of the workplace environment has an effect in improving the performance of company employees. The next statement implies that if the placement rate increases, the level of worker achievement will also increase. This is further supported by the results of interview that show if the job placement is done appropriately and appropriately, the quality of employee performance will increase, of course, by looking at the skills and needs of each formation.

Simultaneously, the test results show that variable X1 and variable X2 have a significant influence on the results of work performance or variable Y at the Sleman Regency Tourism Office. Based on the results of $F_{\text{count}} 23.523 > F_{\text{table}} 3.19$ with sig. $0.000 < 0.05$, then H_0 is rejected, and H_a is accepted. Then judging from the test results, the coefficient of determination together has an R value of 0.500 or 50.0%, meaning that it has a strong enough level of relationship. Based on the results of the simultaneous test (F Test) shows that variables X1, and X2 simultaneously affect variable Y, which is known to be $F_{\text{count}} 23.523 > F_{\text{table}} 3.19$ with sig. $0.000 < 0.05$. This is in line with research conducted by Manullang Kennedy, *et al.*, (2020), the results of the study show that competence and job placement both partially and

simultaneously have a significant effect on performance. In addition, research conducted by Wahyuni T.R., Martini, N, (2022), the results of his research show that competence and job placement simultaneously have a positive and significant effect on employee performance.

CONCLUSION

Research with the topic "The Impact of Competency and Work Placement on Employee Performance at the Tourism Office of Sleman Regency" produced the following findings after field research, data collection, and analysis by the author. Ability is one of the standards carried out in the process of determining the employee job placement system. The more abilities or knowledge a person has, the better the output produced. Based on the results of the study, the Sleman District Education and Training Personnel Agency is tasked with recruiting and placing civil servants at the Sleman Tourism Office. By looking at the existing position competency standard documents and the needs of each formation, then for employees of Other Service Providers (Non-Government Employees) in the Sleman Regency Tourism Office in the recruitment and job placement process regulated by the internal Tourism Office by referring to the Regent Regulation.

It is hoped that the results of this study can provide benefits for the Sleman Regency Tourism Office to improve the efficiency of its employees. Decisions related to employee job placement or employees are expected to consider in the future between experience and previous education, decide in the job placement process to cultivate in the implementation

of their duties in accordance with their fields and the quality of performance produced will be more effective and efficient. This study also shows a strong correlation between the competence and placement of the Sleman Regency Tourism Office, so that it can be further improved as the result the relationship becomes stronger. It is a great hope for future research to be able to develop and explore further related to other factors that are not studied by researchers.

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