

## The Effect of Work Placement and Career Development on the Performance of Pt. Semen Baturaja (Persero)

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### Abstract

*The purpose of this study is to determine and analyze the effect of Job Placement and Career Development on employee performance. The research approach that will be used in this study is a quantitative approach that is descriptive and associative. From the results of this study, it was found that there was an effect of work placement and career development on the performance of employees of PT Semen Baturaja (Persero) Tbk. The research object is all employees at PT Semen Baturaja (Persero) Tbk with a population of 912 employees, where the research sample is 90 people using proportionate stratified random sampling. The analysis technique in this study used multiple linear regression methods, hypothesis testing and coefficient of determination tests. Data processing using SPSS software version 25. From the results of the study showed that partially the job placement variable has a significant effect on employee performance. Partially, career development variables have no significant effect on employee performance. Simultaneously Work Placement and Development have a positive and significant effect on employee performance.*

**Keywords:** *Work Placement, Career Development, Employee Performance, Linear Regression, Hypothesis Testing, Coefficient of Determination.*

### Introduction

In highly competitive economic environment, employee performance plays a crucial role in the success and sustainability of organisations. Factors that influence employee performance include compensation, job placement, training, promotion opportunities, and the overall sense of security within the company. Strong relationships with co-workers and leaders also contribute to employee performance. These factors can be categorized as either internal or external. Internal factors encompass intellectual ability, work discipline, work experience, educational background, and employee motivation. On the other hand, external factors include leadership, career development opportunities, work environment, compensation structures, training programs, and the management systems within the company. For companies to achieve their goals and support their workforce's development, it is important to pay attention to these factors and actively work towards enhancing employee performance.

The key to successful labour procurement lies in accurately placing employees in the right positions, both new and old. Improper job placement can create social gaps and negatively impact employee performance. Through a survey conducted at PT Semen Baturaja (Persero) Tbk, the author found that there is a difference in the performance between employees who frequently rotate to different work units and those who are promoted within the same unit. Employees who have job rotations have fresher motivation, avoid boredom as they receive new job responsibilities and environments, and improve their skills, leading to optimal performance for the company. On the other hand, employees who only receive promotions within the same unit tend to feel bored, lack experience due to no job rotation, and have limited skills growth. Therefore, implementing job rotations can be beneficial in enhancing employee motivation and performance.

PT. Semen Baturaja (Persero) Tbk is a State-owned Enterprise engaged in the production of cement which is favoured by the government, of course PT. Semen Baturaja has advantages over other cement production companies. However, based on the company's annual report there are still many targets that have not been achieved 100% between the target and the achievement, the following is presented a comparison of the

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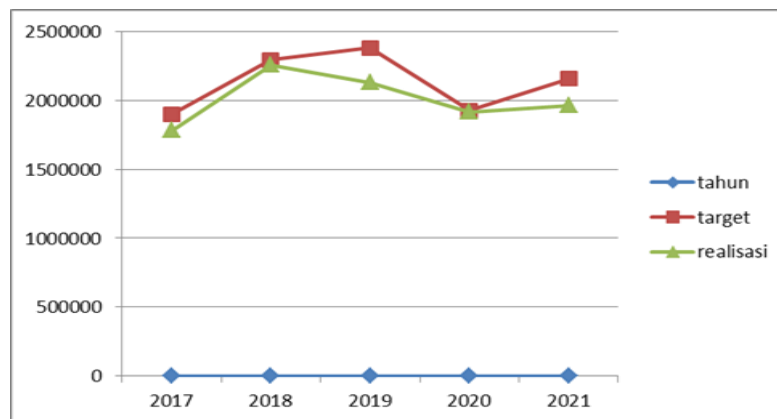
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targets and operational achievements of PT. SEMEN BATURAJA for the 2017 - 2021 financial year. Table 1

**Table 1. Annual Report of PT. Semen Baturaja (Persero) Tbk for The Financial Year 2017 - 2021**

cement production (Ton)	Realisation of Cement Production Target (Ton)
1.897.646	1.780.928
2.293.405	2.254.751
2.380.766	2.127.307
1.925.098	1.915.848
2.154.562	1.960.951

Source: Annual report of PT. Semen Baturaja (Persero) Tbk



**Picture 1 Production Outcomes**

From the line chart, it can be seen that there is a considerable gap between the target and realisation of cement production, especially in the third year, 2019, which is indicated due to sub-optimal employee performance.

This may become a problem in the company because the quantity of work and responsibility of employees is very important in the production of cement for the company. The challenge being experienced is that some of the company's targets have not been achieved. This is due to the limitations of some employees in carrying out their duties and responsibilities. Therefore, the company endeavours to work together with all employees and provide support in order to overcome this problem and refocus on its goals. With good co-operation and support, it is expected that the company's performance can improve and targets can be achieved.

Furthermore, the company also pays less attention to the employee's knowledge factor in determining their position within the company. It becomes a problem because employees are not placed based on the knowledge they have, so they are less able to help the company to achieve its goals. This may lead to a reduction in the performance of PT. Semen Baturaja (Persero) Tbk's employees, as they are not able to work optimally and do not get the opportunity to improve their knowledge and skills. Therefore, it is necessary to improve the employee placement system so that employees can be placed in positions that are in accordance with their abilities and potential, so as to improve the overall performance of the company.

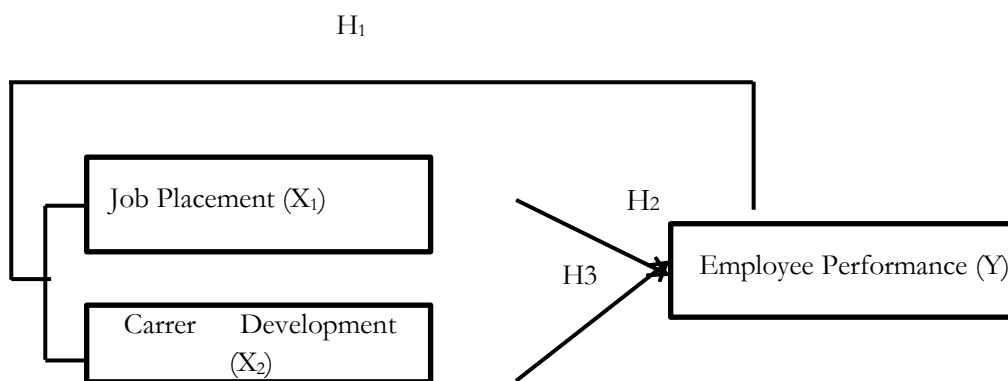
In fact, employee performance is individual because each employee has a different level of ability, effort and opportunity in carrying out his duties, performance which means work results or work performance.

And in a simple sense performance is the result of the work of the organisation, which is done by employees as well as possible in accordance with the instructions (manual), directions given by the leadership (manager), competence and the ability of employees to develop their reasoning at work (Abdullah, 2013). Meanwhile, Rivai in Asnawi (2019) states that performance is the real performance that each person displays as a work achievement produced by employees in accordance with their role in the department.

From the explanation of the other researcher regarding performance, the author gets an idea that performance is an action given by employees to the company which aims for the progress of the company.

In this case, the researcher determines the theories, concepts, and arguments that will be used as the basis for research. In the framework of thought there are variables that explain the problem being studied so that it is useful to answer the problem being discussed (Ditamei, 2022).

The following presents the framework in this study on the effect of job placement and career development on employee performance:



Picture 2 Framework

## Methodology

A research study was conducted at PT Semen Baturaja (Persero) Tbk to investigate the relationship between job placement, career development, and employee performance. The research used an associative approach, aiming to identify the impact or correlation between these variables. In order to conduct the study, a sample was taken from the population, as it's not always feasible to study the entire population due to constraints such as time and resources. The total population in this case was 912, and a sample of 90 employees was chosen using the stratified random sampling technique. This sample size was determined using the Slovin formula with a 10% margin of error.

Level Education	Total Population	Number of Samples
S2	31	$31/912 \times 90 = 3$
S1	340	$340/912 \times 90 = 34$
Diploma	266	$266/912 \times 90 = 26$
Senior High School	275	$275/912 \times 90 = 27$
<b>Amount</b>	<b>912</b>	<b>90</b>

### Data Analysis

The data analysis used in this research is quantitative qualitative analysis. Quantitatively used Likert scale.

No	Alternatif Jawaban	Score
1	Totally Agree (SS)	5
2	Agree (S)	4
3	Neutral (N)	3
4	Dissagree (TS)	2
5	Totally Disagree (STS)	1

### *Instrument Test*

The given text discusses two important tests in research: the validity test and the reliability test. Validity refers to the accuracy and similarity between the reported data by researchers and the actual data from the research object. In the case of the study on PT Semen Baturaja (Persero) Tbk, valid data means there should be no significant difference between the reported and actual data. Sugiyono (2018: 267)

On the other hand, Sugiyono (2018: 267) the reliability test aims to assess the consistency of measurement results when measuring the same symptoms multiple times using the same instrument. This is done using the Cronbach's Alpha ( $\alpha$ ) statistical test. A reliability coefficient ( $\alpha$ ) greater than 0.60 indicates that the variable is reliable. Conversely, if the  $\alpha$  value is less than 0.60, it suggests that the variable is not reliable.

### *Analysis Technique*

#### *Multiple Linear Regression. Analysis*

This method is useful for knowing how much influence job placement and career development have on employee performance at PT Semen Baturaja (Persero) Tbk, multiple linear regression analysis methods are used. Multiple Linear Regression:

$$= \alpha + b_1 X_1 + b_2 X_2 + e$$

Which is,

$Y$  = Employee Performance of PT Semen Baturaja (Persero) Tbk

$\alpha$  = Fixed Rate

$b_1$  = Regression Coefficient of Job Placement Variable

$X_1$  = Regression Coefficient of Career Development Variables

$b_2$  = Work Placement Variable

$X_2$  = Career Development Variable

$e$  = Error term

### *Hypothesis Test*

#### *F Test (Simultaneous Test)*

The F test is used to determine the effect of independent variables together (simultaneously) on the dependent variable. The test steps are as follows. (Iqbal Hasan (2012)

#### *Formulate Hypothesis*

HO1 : There is no job placement and career development on the performance of employees of PT Semen Baturaja (Persero) Tbk.

Ha1 : There is job placement and career development on the performance of employees of PT Semen Baturaja (Persero) Tbk.

Determining the real level ( $\alpha$ ) = 0.1 and the Ftable value is determined with independent degrees  $v_1 = k-1$  and  $v_2 = n-k$ .

Determining the test criteria HO1 Accepted if  $F_{count} \leq F_{table}$  HO1 Rejected if  $F_{count} > F_{table}$

Determine the value of statistical tests using SPSS 16.0

Draw Conclusions: Ho1 is accepted and Ha1 is rejected, indicating that there is no effect of job placement and career development on employee performance, while Ho is rejected and Ha is accepted, indicating that there is an effect of job placement and career development.

#### *t Test*

Individual hypothesis testing (t test) is a multiple regression coefficient hypothesis test with only one variable, (motivation or competence) which affects employee performance (Iqbal Hasan (2012)). The test steps are as follows:

#### *Determine The Hypothesis Formulation*

HO2 : No work placement influence on employee performance PT Semen Baturaja (Persero) Tbk

Ha2 : There is an influence of job placement on the performance of employees of PT Semen Baturaja (Persero) Tbk.

HO3 : No influence of career development on employee performance

Ha3 : There is an influence of career development on the performance of employees

Determining the real level ( $\alpha$ ) = 0.1 with t table The real level of the ttable is determined by the degree of freedom (db) (db)=n-k

#### *Determine The Test Criteria*

HO accepted and Ha rejected if  $t_{count} \leq t_{table}$

HO rejected and Ha accepted if  $t_{count} > t_{table}$

#### *Determine the Value of Statistical Tests Using SPSS 16.0*

Conclusions: HO2 is accepted and Ha2 is rejected, there is no effect of job placement on the performance of employees of PT. Semen Baturaja (Persero) Tbk ; Ho2 is rejected Ha2 is accepted, meaning that there is an effect of job placement on the performance of employees of PT. Semen Baturaja (Persero) Tbk.

Ho3 is accepted and Ha3 is rejected, there is no effect of career development on the performance of employees of PT. Semen Baturaja (Persero) Tbk ; Ho3 is rejected Ha3 is accepted, meaning that there is an effect of career development on the performance of employees of PT. Semen Baturaja (Persero) Tbk.

#### *Coefficient of Determination*

If the correlation coefficient is squared, it will be the coefficient of determination, which means that the cause of changes in variable Y that come from variable X is the square of the correlation coefficient. This coefficient of determination explains the magnitude of the contribution of the value of a variable (variable X) to the increase / decrease (variation) in the value of other variables (variable Y). This study uses three X variables, namely the employee performance variable used as the Y variable. [Iqbal Hasan (2012)]

$$KP:R=r \times 100 \%$$

Which is,

R : Coefficient of Determination

r : Correlation coefficient

## Result and Discussion

### *Instrument Test*

The instrument test consists of validity and reliability tests using the provisions of 30 trial samples, which are to determine the extent of the determination and accuracy of a measuring instrument in carrying out its measuring function, namely so that the data obtained can be relevant / in accordance with the purpose of the measurement.

### *Validity Test*

The validity test with the Cronbach's Alpha method, the calculated value is represented by the Corrected Item-Total Correlation value, using the help of SPSS for windows version 25.0. with the following test results:

		Correlations				Kinerja Karyawan
		Y1	Y2	Y3	Y4	
Y1	Pearson Correlation	1	,149	,507**	,267	,775**
	Sig. (2-tailed)		,432	,004	,154	,000
	N	30	30	30	30	30
Y2	Pearson Correlation	,149	1	,117	,439*	,536**
	Sig. (2-tailed)	,432		,537	,015	,002
	N	30	30	30	30	30
Y3	Pearson Correlation	,507**	,117	1	,278	,703**
	Sig. (2-tailed)	,004	,537		,137	,000
	N	30	30	30	30	30
Y4	Pearson Correlation	,267	,439*	,278	1	,705**
	Sig. (2-tailed)	,154	,015	,137		,000
	N	30	30	30	30	30
Kinerja Karyawan	Pearson Correlation	,775**	,536**	,703**	,705**	1
	Sig. (2-tailed)	,000	,002	,000	,000	
	N	30	30	30	30	30

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Figure 1. Validity Test of Employee Performance

		Correlations					Penempatan Kerja
		X1.1	X1.2	X1.3	X1.4		
X1.1	Pearson Correlation	1	,372*	,548**	,485**		,683**
	Sig. (2-tailed)		,043	,002	,007		,000
	N	30	30	30	30		30
X1.2	Pearson Correlation	,372*	1	,748**	,753**		,858**
	Sig. (2-tailed)	,043		,000	,000		,000
	N	30	30	30	30		30
X1.3	Pearson Correlation	,548**	,748**	1	,803**		,923**
	Sig. (2-tailed)	,002	,000		,000		,000
	N	30	30	30	30		30
X1.4	Pearson Correlation	,485**	,753**	,803**	1		,912**
	Sig. (2-tailed)	,007	,000	,000			,000
	N	30	30	30	30		30
Penempatan Kerja	Pearson Correlation	,683**	,858**	,923**	,912**		1
	Sig. (2-tailed)	,000	,000	,000	,000		
	N	30	30	30	30		30

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Figure 2. Work Placement Validity Test

		Correlations						Pengembangan Karir
		X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	
X2.1	Pearson Correlation	1	,377*	,733**	,453*	,601**	,717**	,883**
	Sig. (2-tailed)		,040	,000	,012	,000	,000	,000
	N	30	30	30	30	30	30	30
X2.2	Pearson Correlation	,377*	1	,239	-,084	,428*	,277	,517**
	Sig. (2-tailed)	,040		,203	,660	,018	,138	,003
	N	30	30	30	30	30	30	30
X2.3	Pearson Correlation	,733**	,239	1	,420*	,447*	,586**	,779**
	Sig. (2-tailed)	,000	,203		,021	,013	,001	,000
	N	30	30	30	30	30	30	30
X2.4	Pearson Correlation	,453*	-,084	,420*	1	,469**	,470**	,607**
	Sig. (2-tailed)	,012	,660	,021		,009	,009	,000
	N	30	30	30	30	30	30	30
X2.5	Pearson Correlation	,601**	,428*	,447*	,469**	1	,601**	,794**
	Sig. (2-tailed)	,000	,018	,013	,009		,000	,000
	N	30	30	30	30	30	30	30
X2.6	Pearson Correlation	,717**	,277	,586**	,470**	,601**	1	,829**
	Sig. (2-tailed)	,000	,138	,001	,009	,000		,000
	N	30	30	30	30	30	30	30
Pengembangan Karir	Pearson Correlation	,883**	,517**	,779**	,607**	,794**	,829**	1
	Sig. (2-tailed)	,000	,003	,000	,000	,000	,000	
	N	30	30	30	30	30	30	30

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Figure 3 Validity Test for Career Development

Table 2. Validity Test using SPSS

Variable	Indicator	R <sub>count</sub>	r <sub>table</sub>	Information
	Y1	<b>0.775</b>	0.3	Valid
Employee Performance (Y)	Y2	<b>0.536</b>	0.3	Valid
	Y3	<b>0.703</b>	0.3	Valid
	Y4	<b>0.705</b>	0.3	Valid
	X1.1	<b>0.683</b>	0.3	Valid
Work Placement (X1)	X1.2	<b>0.858</b>	0.3	Valid
	X1.3	<b>0.923</b>	0.3	Valid
	X1.4	<b>0.912</b>	0.3	Valid
	X2.1	<b>0.883</b>	0.3	Valid
Career Development (X2)	X2.2	<b>0.517</b>	0.3	Valid
	X2.3	<b>0.779</b>	0.3	Valid
	X2.4	<b>0.607</b>	0.3	Valid
	X2.5	<b>0.794</b>	0.3	Valid
	X2.6	<b>0.829</b>	0.3	Valid

Based on the validity test in Table 2, all indicators used in each statement item in this study are said to be valid, because all indicators used have a  $r_{count} > r_{table}$  value of 0.3. With a level of 10%.

### Reliability Test

The reliability test can be performed collectively on all question items. If the cronbach alpha value  $\geq 0.60$ , it is not reliable. Then the results of the reliability test for each variable are as follows:

#### Reliability Statistics

Cronbach's Alpha	N of Items
,617	4

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#### Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded <sup>a</sup>	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
,871	4

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**Case Processing Summary**

		N	%
Cases	Valid	30	100,0
	Excluded <sup>a</sup>	0	,0
	Total	30	100,0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
,828	6

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Variable	Cronbach's alpha	Standard Reliability	Information
Employee Performance (Y)	<b>0.617</b>	0.60	Reliabel
Work Placement (X1)	<b>0.871</b>	0.60	Reliabel
Career Development (X2)	<b>0.828</b>	0.60	Reliabel

Based on the reliability test in Table 2 IV.8, all indicators used in each question item in this study are said to be reliable, because all indicators used have a Cronbach's alpha value > 0.60 where the employee performance variable has a value of 0.617 > 0.60, job placement 0.871 > 0.60 and career development has a value of 0.828 > 0.60.

*Multiple Linear Regression. Analysis*

Multiple linear regression analysis is used to measure the effect of leadership and workmotivation on employee performance of PT Semen Baturaja (Persero) Tbk. Multiple linear regression analysis in this study using SPSS25 with the following output results;

**Table 3. Multiple Linear Regression Analysis Using SPSS25**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig
		B	Std. Error			
1	(Constant)	5,430	1,942		2,796	,006
	Work Placement	,410	,100	,402	4,098	,000
	Carrer Development	,059	,119	,049	,497	,620

From the results of the calculation of the table above through the SPSS programme, the multiple linear regression equation is obtained as follows:

$$Y = 5.430 + 0.410 X1 + 0.059 X2$$

$a$  = Constant of 5.430, indicating that if the job placement and career development value are fixed at 0, employee performance will increase by 5.430 units

$b_1$  = Positive job placement regression coefficient of 0.410. Suggesting that an optimal job placement will result in increased employee performance. Conversely, if job placement is not optimal, it will lead to a decrease in employee performance.

$b_2$  = Positive career development regression coefficient of 0.059 means that if career development is carried out optimally, it will be followed by an increase in employee performance, if career development is carried out less optimally, it will lead to a decrease in employee performance.

### *Hypothesis Test*

#### *F Test*

The F test where this study is to see the effect between the dependent and independent variables as a whole or simultaneously the following are the results of the F test calculation using SPSS 25 can be seen in Table 4.

**Table 5. F Test using SPSS25**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	194,151	2	97,075	8,504	,000 <sup>b</sup>
	Residual	993,138	87	11,415		
	Total	1187,289	89			

- Dependent Variable : Employee Performance
- Predictors: (Constant), Carrer Development, Work Placement

Based on the table 5, it can be seen that the Fcount is 8.504, while Ftable with a actual level ( $\alpha$ ) of 10% = 0.10 then the value is (df)  $v_1 = k - 1 = 3 - 1 = 2 =$  and  $v_2 = n - k = 90 - 3 = 87$  (the same df as table IV.8) so the Ftable value is 2.36

Based on table 5 Test F, it can be seen that F Count 8,504 > Ftable 2.36 with sig level. 0.000 < 0.10 (significant), then  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant effect of job placement and career development on the performance of employees of PT Semen Baturaja (Persero) Tbk, thus the hypothesis is proven.

#### *t Test*

The t test is used to determine the partial influence between job placement variables and career development on the performance of employees of PT. Semen Baturaja (Persero) Tbk. Based on Table 3 The ttable value with a actual level ( $\alpha$ ) = 10% or 0.10 and df ( $n-k$ ) = 90 - 3 = 87 is 1.662.

The effect of the job placement variable is tcount 4.098 > ttable 1.662 with a sig level of 0.005 > 0.10, so  $H_0$  is accepted and  $H_a$  is rejected, meaning that there is no significant effect of job placement on the performance of employees of PT. Semen Baturaja (Persero) Tbk.

The Career Development variable is tcount 0.497 < 1.662 with a sig level of 0.620 > 0.10, so  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is no significant effect of career development on the performance of employees of PT. Semen Baturaja (Persero) Tbk.

### Coefficient Of Determination

The coefficient of determination aims to measure how far the model's ability to explain variations in the dependent variable. The coefficient of determination is between 0 and 1. The calculation results can be seen in this Table 4

**Table 4. Coefficient Of Determination Test Using SPSS25**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,404 <sup>a</sup>	,164	,144	3,379

a. Predictors: (Constant), Pengembangan Karir, Penempatan Kerja

Based on the calculation results in table 4, the value of adjusted R Square (Coefficient of Determination) of 0.144 means that job placement and career development are able to explain changes in employee performance variables by 14.4% while the remaining 85.6% is explained by other variables not included in this study.

### Conclusion

The study conducted on the employees of PT. Semen Baturaja (Persero) Tbk found that there is a significant influence of job placement and career development on employee performance. These findings supported the theory of Alex Soemadji Nitisemito (Mahfiza, 2019), which suggests that job placement is one of the factors that affect employee performance. The research results were also consistent with another study by Mulyani and Saputri, further supporting the conclusion that job placement has an impact on employee performance. Therefore, both the current research and previous studies reinforce the idea that job placement is an important factor in determining employee performance.

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