



The effect of employee placement, work motivation and work environment on employee performance with job satisfaction as an intervening variable

Ros Hayati Rosna^{1*}, Philipus Tule², Simon Sia Niha³, Henny A. Manafe⁴

^{1*,2,3,4}Prodi Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Katolik Widya Mandira, Kupang, Indonesia

ARTICLE INFO

Article history:

Received Jul 30, 2023

Revised Aug 05, 2023

Accepted Aug 21, 2023

Keywords:

Employee Placement;
Employee Performance;
Job satisfaction;
Work Environment;
Work Motivation.

ABSTRACT

At the Higher Education Service Institution Region XV Kupang, the purpose of this study was to determine and evaluate the employee performance and the function of job satisfaction as an intervening variable among the factors that influence it. The sampling technique consisted of a census of 57 Higher Education Service Institution Region XV Kupang employee respondents. This form of research falls under the category of Quantitative research, uses primary and secondary data, and employs descriptive statistical analysis and inferential statistical analysis for data analysis. The results of inferential statistical testing indicate that Employee Placement, Work Motivation, and Work Environment have a significant effect on employee Job Satisfaction; that employee Job Satisfaction has a significant effect on employee performance; and that employee Job Satisfaction mediates the effect of Employee Placement, Work Motivation, and Work Environment on employee performance at the Higher Education Service Institution Region XV Kupang. Employee Job Satisfaction is influenced by variables other than Employee Placement, Work Motivation, and Work Environment to the extent of 88.1%. Employee Placement, Work Motivation, Work Environment, and Job Satisfaction influence Employee Performance by 93.8%, while the remaining 6.2% is influenced by variables not included in this model.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Ros Hayati Rosna,
Prodi Magister Manajemen, Fakultas Ekonomi dan Bisnis,
Universitas Katolik Widya Mandira,
Jend Achmad Yani Number 50-52 Road, Merdeka, Lama City, Kupang City, East Nusa Tenggara
8521, Indonesia
Email: rosnaroshayati@gmail.com

1. INTRODUCTION

Performance is a very important and interesting part because it is proven to have very important benefits, an institution wants employees to work seriously according to their abilities to achieve good work results. Without good performance from all employees, success in achieving goals will be difficult to achieve. Performance basically includes mental attitudes and behaviors that always have the view that the work being carried out

at this time must be of higher quality than the execution of past work, for the future to be of higher quality than at present.

The performance assessment of LLDikti Region XV by the Inspector General of the Ministry of Education and Culture of the Republic of Indonesia in 2022 is in the category CC with an absolute value of 50-60 has an adequate (adequate) interpretation. There is an illustration that the Government Agency Performance Accountability System (SAKIP) is sufficient/adequate. However, it still needs a lot of improvement, although not fundamental, especially performance accountability in work units (Yuliantari & Prasasti, 2020).

Research linked by (Andriani et al., 2022; Apriyani & Iriyanto, 2020; Hasibuan, 2018; Ngebu et al., 2018) explaining performance refers to the level of achievement of the tasks that have been given. Other studies explain the importance of performance as a result of the work/activities of a person or group within an organization which is influenced by various factors to achieve organizational goals within a certain period of time. (Al Hakim et al., 2019; Lambey et al., 2020; Rosmaini & Tanjung, 2019) states that employee performance is the result of performance in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Research by (Kones et al., 2022; Sadikin, Naim, et al., 2023; Sitinjak, 2018; Susanto, 2020) stating performance is the process by which the organization evaluates or assesses employee performance. Job satisfaction for everyone is relative, each has a different level of satisfaction (Meswantri & Ilyas, 2018; Nabawi, 2019; Patiran et al., 2023; Sadikin, Yodiansyah, et al., 2023). In general, job satisfaction is a level of pleasure or a positive emotional attitude that is responded to as a result of an assessment of the work that has been done. Research related to organizational culture in viz (Muis et al., 2018; Syaiful & Siahaan, 2019; Turyadi et al., 2023) work environment can be interpreted as forces that can influence either directly or indirectly on the performance of employees or employees in an organization. Motivation is an encouragement of needs in employees who need to be influenced so that these employees can adapt to their environment, while motivation is a condition that moves employees to be able to achieve goals from their motives. (Damayanti et al., 2018; Putra & Pasaribu, 2023; Usman, 2019).

The demand to be able to work professionally can be fulfilled if employees are placed according to competence, work experience, interest in the job and support for organizational policies. Placement of employees or placement is a process of utilizing the competencies possessed by employees (knowledge, skills and expertise) by placing them in areas of work that are considered appropriate and distributing employees based on the potentials possessed by candidates to succeed in their jobs. According to There are some factors affecting performance namely ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline.

Based on the opinion of experts about the factors that influence employee performance, the variables used in this study are references from several sources related to variables that affect performance, including: work placement, work motivation, work environment and job satisfaction. Based on the explanation above, the research objectives are a) To find out how the description of the placement of employees, work motivation, work environment, job satisfaction and employee performance at the Region XV Higher Education Service Institution. b) To find out the significance influence of employee placement on job satisfaction in Regional Higher Education Service Institution XV. c) To know the significance influence of work motivation on job satisfaction in Regional Higher Education Service Institution XV. d) To know the significance influence of the work environment on job satisfaction in Region XV Higher Education Service Institution. e) To know the significance influence of employee placement on employee performance in Regional Higher Education Service Institution XV. f) To know the significance influence of work motivation on employee performance in Regional Higher Education Service Institution XV.

g) To know the significance of the influence of the work environment on employee performance in Regional Higher Education Service Institution XV. h) To know the significance of the influence of job satisfaction on employee performance in Regional Higher Education Service Institution XV. i) To know the significance of the influence of employee placement on performance with job satisfaction as an intervening variable in Region XV Higher Education Service Institution. j) To know the significance of the influence of work motivation on performance with job satisfaction as an intervening variable in Regional Higher Education Service Institution XV.

2. RESEARCH METHOD

2.1. Types of research

The approach used in this research is quantitative research. Quantitative research is research that develops hypotheses from previous empirical research (Ferdinand, 2014; Ibrahim et al., 2023; Sadikin, 2020). This study works with numbers, whose data are in the form of numbers (scores or grades, ratings, or frequencies) which are analyzed using statistics to answer specific research questions or hypotheses, and to make predictions that a certain variable affects other variables with the main requirements is the sample taken must be representative (can represent) (Masrukhin, 2015).

2.2. Location and Time of Research

This research was conducted at the Office of the Higher Education Service Institute Region XV Kupang which is located on Jalan. General Suharto, Naikoten 1, Kota Raja District, Kupang City, East Nusa Tenggara. The research was conducted in June 2023.

2.3. Population and Sample

The population is the entire area of research objects and subjects that are determined to be analyzed and conclusions drawn by the researcher. The totality of the object and subject of the researcher, of course, which has a relationship or fulfills certain conditions with the problem to be solved. In this study, the population was the employees of LLDikti Region XV. In this study the number of population is 57 people. In this study, researchers used saturated sampling techniques. Saturated sample is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small. Another term for saturated sample is census. The sample in this study were employees of LLDikti Region XV. In this study the number of population is 57 people (Prof. Dr. Sugiyono, 2016).

2.4. Data Sources and Data Collection Techniques

The questionnaire is a list of questions that include all the questions that will be used to obtain data, whether done by telephone, letter or face to face (Ferdinand, 2014). For this study, guidelines for filling out the questionnaire used a scale that was chosen by respondents, namely 1 (one) as the lowest score and 5 (five) as the highest score

2.5. Data Analysis Techniques

In this study, a statistical test was used, namely the variance-based structural equation test or better known as Partial Least Square (PLS) using SmartPLS 3.0 software. PLS analysis is a multivariate statistical technique that makes comparisons between multiple dependent variables and multiple independent variables (Jogiyanto and Abdillah, 2016: 11) (Maziriri & Madinga, 2018).

2.6. Theoretical Thinking Framework

The research framework can be said to be a framework or description of the relationship between one concept and another about the problem to be studied. The framework is useful for explaining a topic to be studied. The framework of thought can be seen in the following figure.

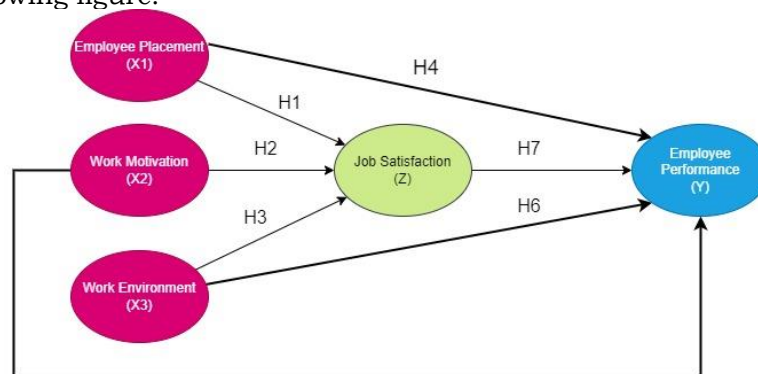


Figure 1. Theoretical Thinking Framework

Based on Figure 1, there is a framework to describe the relationship between Employee Placement (X1) Affects Job Satisfaction (Z), Work Motivation (X2) Affects Job Satisfaction (Z), Work Environment (X3) Affects Job Satisfaction (Z), Employee Placement (X1) affects Employee Performance (Y), Work Motivation (X2) affects Employee Performance (Y), Work Environment (X3) affects Employee Performance (Y), Job Satisfaction (Z) Affects Employee Performance (Y) and Employee Placement (X1), Work Motivation (X2) and Work Environment (X3) on employee performance (Y) with Job satisfaction (Z) as an intervening variable.

2.7. Hypothesis Development

Based on Figure 1 above, there is a framework of thought and objectives to be achieved, so a research hypothesis formulation is obtained which will be tested through this research, namely as follows:

- H1 : Overview about staffing style, work motivation, work environment, job satisfaction and employee performance in Region XV Higher Education Service Institutions are sufficient/adequate
- H2 : Employee placement has a significant effect on job satisfaction in Regional Higher Education Service Institution XV.
- H3 : Work motivation has a significant effect on job satisfaction in Regional Higher Education Service Institution XV.
- H4 : The work environment has a significant effect on job satisfaction in Regional Higher Education Service Institution XV.
- H5 : Employee placement has a significant effect on performance in Regional Higher Education Service Institution XV.
- H6 : Work motivation has a significant effect on performance at Regional Higher Education Service Institution XV.
- H7 : The work environment has a significant effect on performance in Regional Higher Education Service Institution XV.
- H8 : Job satisfaction has a significant effect on performance at Regional Higher Education Service Institution XV.
- H9 : Employee placement has a significant effect on performance in Region XV Higher Education Service Institution with job satisfaction as an intervening variable.

H10 : Work motivation has a significant effect on performance.sThere isRegion XV Higher Education Service Institution with job satisfaction as an intervening variable.

H11 : The work environment has a significant effect on performance.sThere isRegion XV Higher Education Service Institution with job satisfaction as an intervening variable.

3. RESULTS AND DISCUSSIONS

3.1. Results

a. Outer Model Testing

TechniqueThe data analysis used is SEM (Structural Equation Modeling) with PLS (Partial Least Square), which is operated through the SmartPLS version 3 program. The outer model analysis defines how each indicator relates to its latent variables. The measurement model for validity and reliability tests, the coefficient of determination of the model and the path coefficient for the equation model, can be seen in the following figure:

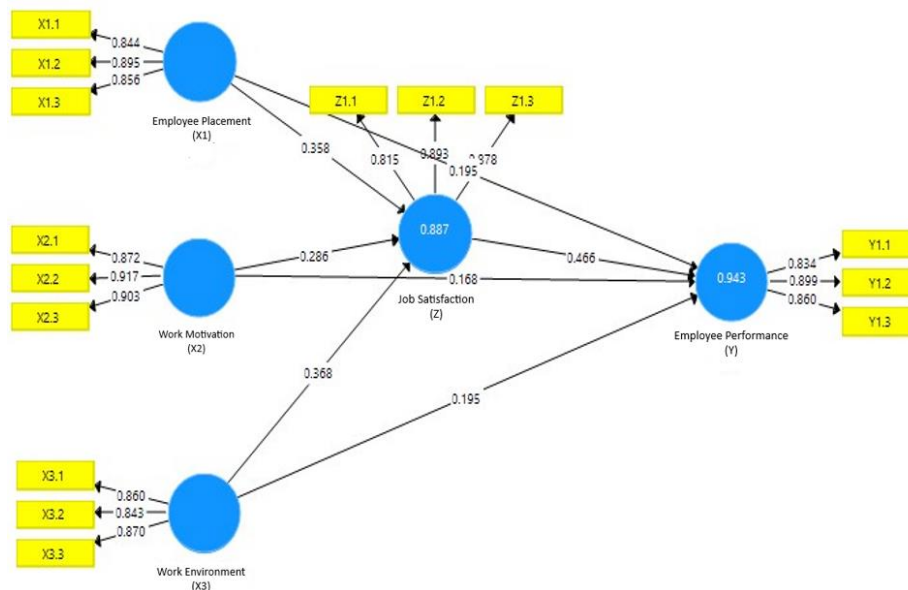


Figure 2. Outer Model Test Results

The test conducted on the outer model is to determine the validity and reliability of each indicator and variable studied. The feasibility of these indicators and variables is seen from the test results which include: Convergent Validity, Average Variance Extracted (AVE), Composite Reliability and Cronbach's Alpha. Based on the figure above, the test results can be explained as follows:

Convergent validity refers to the degree of correspondence between the attributes of the measurement results of the measuring instrument and the theoretical concepts that explain the existence of the attributes of these variables. Convergent Validity is assessed based on the correlation between item scores or component scores. In other words, this value is used to determine the validity of each indicator used in the study provided that it exceeds 0.7 or a limit of 0.6 is often used as a minimum limit for the loading factor value.

Table 1. Convergent Validity Values

No	Statement Items	Variable				
		Job Satisfaction (Z)	Employee Performance (Y)	Work Environment (X3)	Work Motivation (X2)	Employee Placement (X1)
1	X1.1					0.844
2	X1.2					0.895
3	X1.3					0.856
4	X2.1				0.872	
5	X2.2				0.917	
6	X2.3				0.903	
7	X3.1			0.860		
8	X3.2			0.843		
9	X3.3			0.870		
10	Z. 1		0.834			
11	Z. 2		0.899			
12	Z. 3		0.860			
13	Y. 1	0.815				
14	Y.2	0.893				
15	Y.3	0.878				

The results of data processing, it was found that all indicators of the Employee Placement variable, work motivation, work environment, job satisfaction and performance obtain an outer loading value above 0.7. According to Sarwono (2015: 19), the minimum outer loading value is 0.6. So that from these results, all indicators have met the requirements to be said to be valid. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables. Thus it can be stated that each variable has good discriminant validity. Outer PLS results for composite reliability values can be seen in the following table:

Table 2. Composite Reliability Value, AVE, Cronbach Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variances
Job Satisfaction (Z)	0.827	0.830	0.897	0.744
Employee Performance (Y)	0.831	0.831	0.899	0.748
Work Environment (X3)	0.820	0.820	0.893	0.736
Work Motivation (X2)	0.879	0.882	0.925	0.805
Employee Placement (X1)	0.832	0.833	0.899	0.749

Because the values obtained have fulfilled the requirements, these variables can be trusted to be used as a data collection tool.

b. Structural Model Testing (Inner Model)

Inner model testing is to describe the relationship between latent variables based on substantive theory. In the structural model, which is also known as the internal model, all latent variables are related to one another based on the substance theory. This test uses the bootstrapping test on SmartPLS 3.0. The results of the inner model test can be seen in the following figure.

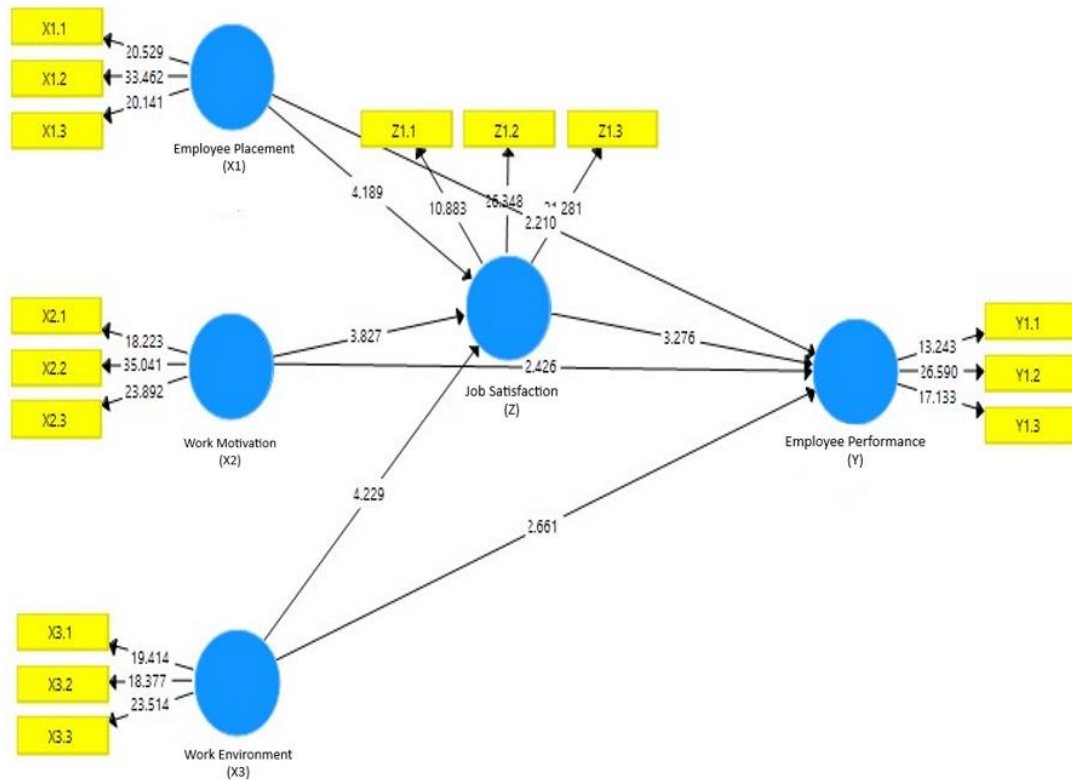


Figure 3. Inner Model Test Results

From the picture below, the t value and significance value between variables can be seen in the following table.

Table 2. Path Coefficient of Direct Test Influence

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction (Z) -> Employee Performance (Y)	0.466	0.482	0.142	3,276	0.001
Work Environment (X3) -> Job Satisfaction (Z)	0.368	0.361	0.087	4,229	0.000
Work Environment (X3) -> Employee Performance (Y)	0.195	0.189	0.073	2,661	0.008
Work Motivation (X2) -> Job Satisfaction (Z)	0.286	0.285	0.075	3,827	0.000
Work Motivation (X2) -> Employee Performance (Y)	0.168	0.161	0.069	2,426	0.016
Employee Placement (X1) -> Job Satisfaction (Z)	0.358	0.366	0.086	4,189	0.000
Employee Placement (X1) -> Employee Performance (Y)	0.195	0.192	0.088	2,210	0.028

The explanation of the table is: (a) The Effect of Employee Placement on Job satisfaction a t-statistic value of 4,512 is obtained, greater than the t-table value of 1.96 (4,189 > 1.96) Likewise, the P value of 0,000 is smaller than the alpha level value of 5% (0,000 < 0.05). with these results it can be concluded that Employee Placement has a positive and significant effect on Job satisfaction. (b) Effect of Work Motivation on Job satisfaction a t-statistic value of 3,878 is obtained, greater than the t-table value of 1.96 (3,827 > 1.96). Likewise, the P value of 0,000 is smaller than the alpha level value of 5%

($0,000 < 0,05$). with these results it can be concluded that work motivation has a positive and significant effect on Job satisfaction. (c) Influence of the Work Environment on Job satisfaction a t-statistic value of 4,321 was obtained, greater than the t-table value of 1.96 ($4,229 > 1.96$). Likewise, the P value of 0,000 was smaller than the alpha level value of 5% ($0,000 < 0,05$). with these results it can be concluded that the work environment has a significant effect on Job satisfaction. (d) The Effect of Employee Placement on Employee Performance a t-statistic value of 5.016 is obtained, greater than the t-table value of 1.96 ($2.210 > 1.96$) Likewise, the P value of 0.000 is smaller than the alpha level value of 5% ($0.028 < 0,05$). with these results it can be concluded that Employee Placement has a positive and significant effect on Employee Performance. (e) Effect of Work Motivation on Employee Performance a t-statistic value of 4,463 was obtained, greater than the t-table value of 1.96 ($2,426 > 1.96$). Likewise, the P value of 0,000 was smaller than the alpha level value of 5% ($0,016 < 0,05$). with these results it can be concluded that work motivation has a positive and significant effect on Employee Performance. (f) Influence of the Work Environment on Employee Performance the t-statistic value of 6.131 is obtained, greater than the t-table value of 1.96 ($2.661 > 1.96$) Likewise the P value of 0.000 is smaller than the alpha level value of 5% ($0.008 < 0,05$). (g) Effect of Job Satisfaction on Employee Performance a t-statistic value of 3.337 is obtained, greater than the t-table value of 1.96 ($3.276 > 1.96$). Likewise, the P value of 0.001 is smaller than the alpha level value of 5% ($0.0001 < 0,05$). with these results it can be concluded that Job Satisfaction has a significant effect on Employee Performance.

In this study also examines the indirect relationship of leadership style to performance mediated by work motivation, organizational commitment to performance mediated by work motivation and work environment to performance mediated by work motivation. The relationship between the independent and dependent variables through the mediating variable then displays the indirect effect specific table.

Table 4. Indirect Test Influence Path Coefficient

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Motivation (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.133	0.137	0.054	2,461	0.014
Employee Placement (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.167	0.175	0.061	2,731	0.007
Work Environment (X3) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.171	0.177	0.076	2,262	0.024

Based on table 4, there is a relationship between the independent variable and the dependent through the mediating variable then display the indirect effect specific table. obtained indirect relationship from leadership style to performance mediated by work motivation, organizational commitment to performance mediated by work motivation and work environment to performance mediated by work motivation.

3.2 Discussion

Based on the results of descriptive analysis and Structural Equation Model Partial Least Square (SEM-PLS) analysis, further in-depth discussion will be carried out and will be associated with empirical facts both phenomena and secondary data. Based on the results in table 4 above, there are results of inferential statistical analysis with the following discussion:

- a. Job satisfaction mediates the effect of Employee Placement on Employee Performance.

The role of job satisfaction mediates the effect of Employee Placement on employee performance. The t-statistic value of 2,731 is greater than the t-table value of 1.96 ($2,731 > 1.96$). Likewise, the P Value of 0.007 is smaller than the alpha level value of 5% ($0.007 < 0.05$). From these results it can be concluded that the ninth hypothesis Job satisfaction mediates the effect of Employee Placement on Employee Performance on Institute for Higher Education Services Region XV Kupang, accepted.

- b. Job satisfaction mediates the effect of work motivation on employee performance.

The role of job satisfaction mediates the effect of work motivation on employee performance. The t-statistic value of 2.461 is greater than the t-table value of 1.96 ($2.461 > 1.96$). Likewise, the P Value of 0.014 is smaller than the alpha level value of 5% ($0.014 < 0.05$). From these results it can be concluded that the tenth hypothesis Job satisfaction mediates the effect of work motivation on employee performance on Institute for Higher Education Services Region XV Kupang, accepted.

- c. Job satisfaction mediates the effect of the work environment on employee performance.

The role of job satisfaction mediates the effect of the work environment on employee performance. The t-statistic value is 2.881, which is greater than the t-table value of 1.96 ($2.262 > 1.96$). Likewise, the P Value of 0.016 is smaller than the alpha level value of 5% ($0.024 < 0.05$). From these results it can be concluded that the eleventh hypothesis Job satisfaction mediates the influence of the work environment on employee performance on Institute for Higher Education Services Region XV Kupang, accepted.

4. CONCLUSION

The study's key findings indicate that a) Employee Placement has a positive and significant influence on job satisfaction. Work Motivation has a significant and positive impact on job satisfaction. Work Environment has a significant and positive impact on job satisfaction. d) Employee Placement has a significant and positive impact on Employee Performance. e) Work Motivation has a significant and positive impact on Employee Performance. Work Environment has a significant and positive effect on Employee Performance. g) Job Satisfaction has a significant and positive impact on Employee Performance. h) Job satisfaction mediates the relationship between employee placement and performance. i) Job satisfaction mediates the relationship between employee performance and work motivation. j) The relationship between the work environment and employee performance is mediated by job satisfaction. Further research suggestions are related to the significant influence of the work satisfaction variables of employee placement, work motivation, and work environment on employee performance; therefore, organizational management must focus on improving these three variables in order to increase employee performance. These three variables are not sufficient to enhance employee performance; they require the support of other variables, such as management support, sanctions, emotional intelligence, etc. Workplace discipline, training, and employee dedication are additional variables that can influence employee performance that should be considered by researchers examining employee performance.

REFERENCES

- Al Hakim, Y. R., Irfan, M., Mardikaningsih, R., & Sinambela, E. A. (2019). Peranan Hubungan Kerja, Pengembangan Karir, dan Motivasi Kerja terhadap Kepuasan Kerja Karyawan. *Management & Accounting Research Journal Global*, 3(2).
- Andriani, A. D., Mulyana, A., Widarnandana, I. G. D., Armunanto, A., Sumiati, I., Susanti, L.,

- Siwiyanti, L., Nurlaila, Q., Pangestuti, D. D., & Dewi, I. C. (2022). *Manajemen sumber daya manusia* (Vol. 1). TOHAR MEDIA.
- Apriyani, R. W., & Iriyanto, S. (2020). Pengaruh Kompensasi, Penempatan Karyawan, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada ART Industries Boyolali. *Value Added: Majalah Ekonomi Dan Bisnis*, 16(2).
- Damayanti, R., Hanafi, A., & Cahyadi, A. (2018). Pengaruh kepuasan kerja terhadap kinerja karyawan (studi kasus karyawan non medis RS Islam Siti Khadijah Palembang). *Jurnal Ilmiah Manajemen Bisnis Dan Terapan*, 15(2), 75–86.
- Ferdinand, A. (2014). *Metode Penelitian Manajemen BP Universitas Diponegoro*. Semarang.
- Hasibuan. (2018). Manajemen Sumber Daya Manusia. In *Manajemen Sumber Daya Manusia*.
- Ibrahim, M. B., Sari, F. P., Kharisma, L. P. I., Kertati, I., Artawan, P., Sudipa, I. G. I., Simanihuruk, P., Rusmayadi, G., Nursanty, E., & Lolang, E. (2023). *METODE PENELITIAN BERBAGAI BIDANG KEILMUAN (Panduan & Referensi)*. PT. Sonpedia Publishing Indonesia.
- Kones, T., Niha, S. S., & Manafe, H. A. (2022). Pengaruh Lingkungan Kerja, dan Penempatan Pegawai Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Mediasi (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *Jurnal Ilmu Manajemen Terapan*, 4(2), 131–143.
- Lambey, B., Lengkong, V. P. K., & Wenas, R. S. (2020). Pengaruh Penempatan Pegawai Serta Budaya Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variable Intervening Di Pt Pln (Persero) Uip Sulbagut. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 7(2).
- Masrukhin, H. (2015). *Penelitian Kuantitatif*.
- Maziriri, E. T., & Madinga, N. W. (2018). Data to model the prognosticators of luxury consumption: A partial least squares-structural equation modelling approach (PLS-SEM). *Data in Brief*, 21, 753–757.
- Meswantri, M., & Ilyas, A. (2018). Determinant of employee engagement and its implications on employee performance. *International Review of Management and Marketing*, 8(3), 36.
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh budaya organisasi dan komitmen organisasi terhadap kinerja karyawan. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 1(1), 9–25.
- Nabawi, R. (2019). Pengaruh lingkungan kerja, kepuasan kerja dan beban kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183.
- Ngebu, W. D., Sintaasih, D. K., & Subudi, M. (2018). Pengaruh Kompetensi Dan Penempatan Pegawai Terhadap Kepuasan Dan Kinerja Pegawai. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 7(12), 2555–2570.
- Patiran, A., Boari, Y., Dasinapa, M. B., Marani, Y., & Panggabean, B. (2023). PENDAMPINGAN PENGELOLAAN KEUANGAN PADA JEMAAT GKI DIASPORA KOTARAJA. *Fokus ABDIMAS*, 1(2), 100–111.
- Prof. Dr. Sugiyono. (2016). *METODE PENELITIAN KUANTITATIF, KUALITATIF DAN R&D*. Penerbit Alfabeta.
- Putra, R. H., & Pasaribu, F. R. (2023). PENGARUH MOTIVASI KERJA TERHADAP KEPUASAN KERJA PEGAWAI PADA PUSAT KESEHATAN MASYARAKAT DI KOTA PADANG. *Menara Ilmu*, 17(2).
- Rosmaini, R., & Tanjung, H. (2019). Pengaruh kompetensi, motivasi dan kepuasan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 1–15.
- Sadikin, A. (2020). *Resiliensi Entrepreneurship Etnis Urang Banjar (Studi Etnometodologi Di Kalimantan Selatan)*. Universitas Brawijaya.
- Sadikin, A., Naim, S., Asmara, M. A., Hierdawati, T., & Boari, Y. (2023). Innovative strategies for MSME business growth with the business model canvas approach. *Enrichment: Journal of Management*, 13(2), 1478–1484.
- Sadikin, A., Yodiansyah, H., Budiasih, Y., Sugiarti, S., & Kusnadi, I. H. (2023). ADAPTIVE HUMAN RESOURCE MANAGEMENT IN CONFRONTATION OF GLOBALIZATION'S CHALLENGES. *Jurnal Ekonomi*, 12(02), 1761–1767.
- Sitinjak, L. N. (2018). *Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi pada Karyawan PT Mitra Pinasthika Mustika Rent Tangerang Selatan)*. Universitas Brawijaya.
- Susanto, Y. (2020). Pengaruh Penempatan Kerja, Motivasi dan Kedisiplinan Terhadap Kinerja Pegawai Pada Dinas Tanaman Pangan, Hortikultura dan Perkebunan Kabupaten Sarolangun. *Jurnal Manajemen Dan Bisnis Sriwijaya*, 18(3), 133–144.
- Syaiful, B., & Siahaan, S. (2019). Pengaruh Penempatan Pegawai, Motivasi dan Lingkungan Kerja

- Terhadap Kinerja Pegawai PT. PLN Unit Pembangkitan Sumatera Bagian Utara. *Jurnal Ilmiah Magister Manajemen*, 2(1).
- Turyadi, I., Zulkifli, Z., Tawil, M. R., Ali, H., & Sadikin, A. (2023). The Role Of Digital Leadership In Organizations To Improve Employee Performance And Business Success. *Jurnal Ekonomi*, 12(02), 1671–1677.
- Usman, B. (2019). Pengaruh Penempatan Pegawai Terhadap Prestasi Kerja Pegawai Pada Kantor Media Lintas Indonesia Kota Palembang. *Jurnal Media Wahana Ekonomika*, 16(2), 127–139.
- Yuliantari, K., & Prasasti, I. (2020). Pengaruh lingkungan kerja terhadap kinerja karyawan pada LLDIKTI wilayah III Jakarta. *Jurnal Sekretari Dan Manajemen*, 4(1), 76–82.