



## Enhancing Performance through Strategic Placement, Workload, and Commitment

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### ABSTRACT

The purpose of this study is to test whether job placement and workload affect employee performance by mediating organizational commitment. This study uses quantitative research using numerical data and analyzed with SmartPLS 3.0. The population and research sample are employees of the Boyolali Regency Health Office as many as 91 employees. Presented below are the key findings from the study: first and first, a person's placement has a favorable and substantial impact on their performance on the job. Second, workload increases productivity, but little. Third, job placement and organizational commitment are favorably and statistically associated. The fourth argument is that workload considerably increases organizational devotion. Fifthly, when employees are invested in their firm, they are more likely to perform well. Sixthly, job placement significantly affects employee performance for the better through organizational commitment. Seventh, since it alters organizational commitment, workload positively and dramatically impacts employee performance.

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## **INTRODUCTION**

Human Resources is a crucial strategic asset in encouraging organizational growth. As the main driving force, human resources have significant potential to increase productivity and achieve business goals (Sutianingsih & Handayani, 2023). Sustainable human resource development, with an emphasis on improving individual performance, is key in building a company's competitive advantage (Gunawan, 2024). Sahanggamu & Mandey (2014) argue that employee performance can be said to be actual behavior or attitude and is carried out by each employee as a form of carrying out a predetermined task, the task depends on the employee's position in a company. Employee performance strongly impacts a company's success. Companies attempt to increase employee performance to meet goals. Employee performance is an important factor in the progress of a company (Sutianingsih & Yuliyana, 2023). One of the steps implemented by the organization involves improving employee performance through strategies such as aligning job assignments with educational qualifications, ensuring equal distribution of workload, and fostering organizational commitment (Wahana & Sutianingsih, 2023).

A way to produce skilled and reliable human resources requires a plan to determine the employees who will fill the jobs in an agency. Success in the procurement of labor lies in the accuracy in the placement of new employees and old employees in new positions. The placement procedure is crucial in acquiring the qualified staff members required by the agency, since the correct people put in the proper jobs will enable the organization to accomplish its objectives. Employee placement involves matching employee qualifications to job requirements (Yuniarsih & Suwatno, 2013). A company's productivity can take a hit if its personnel aren't a good fit for the position's requirements and culture (Siswanto, 2020).

Workload is crucial for agencies and firms, therefore providing an effective workload may reveal how employee performance affects the company. Referring to Vanchapo (2020), One definition of workload is the number of assignments that an individual has that they are required to finish within a given time frame. The degree to which those activities constitute a burden depends on the individual's capacity for efficient management and completion. In other words, workload is not only related to the quantity of tasks, but also to the individual's ability to adapt and cope with job demands. According to studies done by Yulianti et al. (2022), productivity at work is greatly affected by workload. Numerous studies referenced by Eni et al. (2022) indicate that workload has no substantial effect on employee performance.

When workers are deeply invested in the success of their company, it's a sign of organizational commitment (Priansa, 2014). When employees are loyal to their company, it shows in their eagerness to contribute and their determination to remain employed there. This, in turn, fosters organizational commitment. Organizational commitment may provide employees a sense of belonging, encouraging them to work hard, think optimistically, and do their best for the company. High organizational commitment requires people to work hard to generate high performance. Wahana and Sutianingsih (2023)

found that employees' level of organizational commitment significantly impacts their effectiveness on the job. Yuliadi and Sutianingsih (2023) found no statistically significant relationship between organizational commitment and employee performance.

## **LITERATURE REVIEW**

### ***Job Placement***

Matching one's position to a suitable job position is a placement process. The suitability of an employee to his position has an impact on the quantity and quality of work (Mathis et al., 2017). According to Hariandja (2006), job placement is the process of assigning/filling positions or reassignment to new tasks/positions or different positions. According to Mansur & Mattalatta, (2017) As stated in his statement, "Job placement is the superior's policy on the position of employees in the job based on employee competence." According to Zainal (2011) what is meant by "placement" is "employees in certain positions, especially new employees, based on their talents and skills." According to Hasibuan, (2008) employee placement is a process that follows the selection stage. It involves assigning successful job candidates to positions that require their skills and expertise, while also giving them the necessary authority to carry out their duties.

### ***Workload***

Workers' workloads are defined by Irwandy (2007) as the average number of times each task is performed throughout a certain time frame. There will be mental and physical challenges as part of the job. Because of their physical limits or the amount of labor they have to do, workers are at risk of developing occupational illnesses. Workload is defined by Dhaniala (2010) as the collection or quantity of tasks that an organizational unit or job holder is expected to finish within a given time frame. In the context of this study, workload is adopted from the perspective of Hasibuan (2008) who defines it as an imbalance between individual abilities and job demands. This description agrees with what Ramadhani and Septa (2021) mean when they say that a workload is a set of activities that have a due date. Further, the study adopts the view of Robbins and Judge (2008) that links excessive workload with increased stress and decreased performance.

### ***Organizational Commitment***

Sopiah (2008), the concept of organizational commitment is a complex construction that includes three different behavioral dimensions. This particular dimension can be used as a means to evaluate the extent to which personnel demonstrate a willingness to continue their working period with the company and strive to achieve long-lasting professional goals within the organization. Emotional closeness to the organization can serve as a means to reflect employee attitudes, contributing to the success and sustainability of the organization (Luthans, 2012). The continuation of organizational operations, independent of favorable or unfavorable conditions, is guaranteed by

organizational commitment, which is the product of individual beliefs, willingness, and ambitions to reach specified goals (Sutrisno et al., 2018).

### ***Employee Performance***

A person's "performance" is their final product or level of accomplishment during a certain time frame relative to several alternatives, such as commonly accepted benchmarks for output, objectives, and standards (Rivai & Basri, 2005). According to Mangkunegara & Prabu, (2017) mentioned that the amount and quality of work that employee does while carrying out their assigned tasks is the determinant of their performance. According to Hasibuan (2016), employee performance depends on the completion of the tasks given, taking into account their level of expertise, experience, and dedication, as well as the time allocated for task completion. A company's strategic plan should explain its aims, objectives, vision, and purpose; employee performance should reflect how well they are met (Ricardianto, 2018).

## **METHODOLOGY**

This investigation made use of a quantitative approach, namely a descriptive correlational research strategy. Symptoms, events, and present occurrences are the focus of this descriptive research style. Researchers doing descriptive research aim to provide an unbiased account of the phenomena under study, with a focus on the real-world challenges at hand. A cross-sectional study design has been selected for the upcoming investigation. One type of study design is the cross-sectional design, which involves gathering data all at once. The intervals might be daily, weekly, or monthly (Ozair et al., 2018).

The selection of research items or subjects by a researcher based on the similarity of characteristics and attributes they have is what makes up a population, as conveyed by Sugiyono (2018). In this study, we conducted a survey of all employees of the Boyolali Regency Health Office, totaling 91 employees. Non-Probability Sampling and Saturated Sampling were employed to collect the samples. Saturated sampling involves selecting samples from the whole population. This often occurs in small populations. The census depicts a saturated sample (Sinambela et al., 2019).

Sugiyono (2018) states that when the entire population is utilized as samples, the procedure for finding saturated samples is known as complete sampling. This study's sample consists of all 91 workers of the Boyolali Regency Health Office. Researchers utilized 91 samples drawn from the whole population because they believe that this number accurately reflects the population as a whole; after all, if there are less than 100 populations, then a smaller sample is considered a study sample of all of them.

Analyzing data using quantitative methods from structural equation models, namely PLS-based SEM. This study's data analysis steps include testing hypotheses, analyzing the outer model, and analyzing the inner model.

**RESEARCH RESULT**  
*Reviews Outer Model*  
*Convergent Validity*

Table 1. Outer Loading Factor

	Workload	Employee Performance	Organizational Commitment	Work Placement
WP.X1.1				0,801
WP.X1.2				0,801
WP.X1.3				0,842
WP.X1.4				0,783
WP.X1.5				0,872
WL.X2.1	0,755			
WL.X2.2	0,824			
WL.X2.3	0,864			
WL.X2.4	0,746			
EP.Y.1		0,829		
EP.Y.2		0,791		
EP.Y.3		0,733		
EP.Y.4		0,749		
EP.Y.5		0,848		
OC.Z.1			0,712	
OC.Z.2			0,754	
OC.Z.3			0,823	
OC.Z.4			0,780	
OC.Z.5			0,741	

After computing, the loading factor value is more than 0.7, as shown in the table above, showing that convergent validity has been met. After convergent validity, construct reliability, and validity, AVE is calculated. Average Variance Extracted (AVE) describes a latent construct's manifest variable variance. Therefore, the representation of variable manifests to the latent construct increases as the variety or diversity of variable manifests that may be accommodated by the construct increases.

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Workload	0,638
Employee Performance	0,626
Organizational Commitment	0,582
Work Placement	0,673

Average Extracted Variance (AVE) is used to assess the validity of each construct. AVE is a good construct because its value is more than 0.5, according

to Ghozali (2015). Overall, the examined variables of all question items had a strong level of reliability, as shown in the table with the Average Extracted Variance (AVE) value greater than 0.5 for each variable in this study.

**Discriminant Validity**

Table 3. Cross Loading

	Workload	Employee Performance	Organizational Commitment	Work Placement
WP.X1.1	0,621	0,606	0,522	<b>0,801</b>
WP.X1.2	0,570	0,695	0,611	<b>0,801</b>
WP.X1.3	0,666	0,631	0,639	<b>0,842</b>
WP.X1.4	0,708	0,637	0,647	<b>0,783</b>
WP.X1.5	0,691	0,681	0,635	<b>0,872</b>
WL.X2.1	<b>0,755</b>	0,414	0,522	0,568
WL.X2.2	<b>0,824</b>	0,668	0,667	0,806
WL.X2.3	<b>0,864</b>	0,644	0,611	0,557
WL.X2.4	<b>0,746</b>	0,665	0,534	0,586
EP.Y.1	0,559	<b>0,829</b>	0,605	0,512
EP.Y.2	0,543	<b>0,791</b>	0,619	0,535
EP.Y.3	0,673	<b>0,733</b>	0,562	0,793
EP.Y.4	0,614	<b>0,749</b>	0,686	0,705
EP.Y.5	0,595	<b>0,848</b>	0,629	0,536
OC.Z.1	0,631	0,603	<b>0,712</b>	0,491
OC.Z.2	0,554	0,592	<b>0,754</b>	0,625
OC.Z.3	0,550	0,602	<b>0,823</b>	0,577
OC.Z.4	0,584	0,627	<b>0,780</b>	0,582
OC.Z.5	0,482	0,580	<b>0,741</b>	0,571

The loading factor value for each latent variable indication is significantly larger than that of other latent variables, as seen in the table above. This proves that every latent variable has discriminant validity.

**Construct Reliability and Validity**

Afterwards, the following table displays the Composite Reliance and Cronbach Alpha values for every variable:

Table 4. Composite Reliability and Cronbach Alpha

	Cronbach's Alpha	rho_A	Composite Reliability
Workload	0,810	0,821	0,875
Employee Performance	0,850	0,850	0,893
Organizational Commitment	0,820	0,820	0,874
Work Placement	0,878	0,880	0,911

According to the data in the table, all of the variables had cronbach's alpha values greater than 0.6 and composite reliability values greater than 0.7. This means that all research variables are fit measures and that the question items used to measure variables are reliable. The stability or stability between the observation results and the instrument or measurement is what reliability is all about.

*Analyses Inner Model*

Tabel 5. R-Square (R<sup>2</sup>)

	R Square	R Square Adjusted
Employee Performance	0,732	0,722
Organizational Commitment	0,613	0,604

While other factors that were not examined in this study account for 39% of the R<sup>2</sup> value, job placement and workload account for 61% of the R<sup>2</sup> value for organizational commitment, the mediating variable. Job placement, workload, and organisational commitment accounted for 73% of the variance in the employee performance variable, according to the R<sup>2</sup> value, while variables not included in this study accounted for the remaining 27%.

Table 6. Direct and Indirect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Workload -> Employee Performance	0,212	0,242	0,130	1,627	0,104
Workload -> Organizational Commitment	0,385	0,394	0,141	2,731	0,007
Organizational Commitment -> Employee Performance	0,374	0,348	0,121	3,084	0,002
Job Placement - Employee Performance >	0,346	0,341	0,111	3,121	0,002
Work Placement -> Organizational Commitment	0,441	0,435	0,141	3,135	0,002
Workload -> Organizational Commitment -> Employee Performance	0,144	0,136	0,067	2,141	0,033
Job Placement -> Organizational Commitment -> Employee Performance	0,165	0,154	0,080	2,064	0,039

Job placement and employee performance are positively correlated, with a path coefficient of 0.346. Both the p-value and the T-statistical value were found to be more than 1.96, indicating statistical significance. Here we may observe the impact of job placement on employee performance. The path coefficient between employee workload and performance is 0.212. The study indicates that job placement had a p-value of 0.002, which is less than 0.05, and T had a statistical value of 3.084, which is greater than 1.96. The T-statistical value was  $1.627 < 1.96$  and the P value was  $0.104 > 0.05$  in the workload findings. Difference between the results of workload and job placement is that the latter has an effect on performance while the former does not.

Organizational commitment is enhanced by job placement (0.441). The p-value was found to be less than 0.05 and the T-statistical value was more than 1.96, according to the results. Job placement has a major effect on employee loyalty to their firm. The workload has a positive effect on organisational commitment ( $r=0.385$ ). A T-statistical value of 2.731, greater than 1.96, and a p-value lower than 0.05 indicate statistical significance. This has a major impact on administrative duties. Employee performance is enhanced by a route coefficient of 0.374, which is derived from company commitment. With a p-value of  $0.002 < 0.05$ , the T-statistical value was 3.084, which is more than 1.96. Therefore, employee performance is significantly affected by company commitment.

The route coefficient for the positive effect of job placement on organizational commitment and employee performance is 0.165. Results show that both the p-value and the T-statistic are less than 0.05 and greater than 1.96, respectively. Therefore, employee performance is significantly affected by company commitment. A route coefficient of 0.144 indicates that workload increases organizational commitment, which in turn improves employee performance. There is a significant difference between the p-value ( $0.033 < 0.05$ ) and the T-statistical value ( $2.141 > 1.96$ ). Therefore, employee performance is significantly affected by company commitment.

## **DISCUSSION**

### ***The Effect of Job Placement on Employee Performance***

Job placement has a favorable influence on employee performance, as indicated by a route coefficient value of 0.346. The outcome is higher than 1.96 if the p-values (probability values) are lower than 0.05 and the T-statistic value is 3.121. Workplace productivity is significantly affected by job placement, as this illustrates. Based on the findings of Wahana & Sutianingsih (2023) and Putri (2022), it can be concluded that job placement significantly impacts employee performance. This lends credence to hypothesis 1.

### ***The Effect of Workload on Employee Performance***

A favorable outcome is shown by the path coefficient value of 0.212 for the influence of workload on employee performance. Consequently, the p-values (the probability value) are  $0.104 > 0.05$  and the T-statistic value is  $1.627 < 1.96$ . This proves that workload has little to no effect on productivity in the workplace. We may reject hypothesis 2 since our findings contradict those of studies that

found a favorable and substantial relationship between workload and employee performance Raymond et al. (2023) and Neksen et al. (2021).

#### ***The Effect of Job Placement on Organizational Commitment***

A favorable outcome is shown by the path coefficient value of 0.441 for the influence of job placement on organizational commitment. The T-statistic value is 3.135, which is more than 1.96, and the p-values are 0.002, less than 0.05. This indicates that job placement significantly affects organizational commitment. The findings of (Kurnia & Sutisna, 2025; A. P. Putri et al., 2023; Wahana & Sutianingsih, 2023) corroborate these findings, indicating that job placement significantly and positively impacts organizational commitment. Consequently, hypothesis 3 is accepted.

#### ***Impact of Workload on Organizational Commitment***

A good finding (path coefficient value of 0.385) is shown by the influence of workload on organizational commitment. A probability value (p-values) of  $0.007 < 0.05$  is associated with a T-statistic value of  $2.731 > 1.96$ . This indicates that workload has a substantial impact on organizational commitment. We accept hypothesis 4 since these findings are consistent with those of Dani & Mujanah (2021) and Wigunardi (2023), who found that workload significantly affects organizational commitment for the better.

#### ***The Effect of Organizational Commitment on Employee Performance***

With a path coefficient of 0.374, organizational commitment positively affects employee performance. Consequently, the p-values (probability values) were  $0.002 < 0.05$  and the T-statistic value was 3.084, which is more than 1.96. As a result, organizational dedication has a substantial impact on worker productivity. Hypothesis 5 is accepted since these results are in line with those of (Astuti, 2022; Nugroho & Sutianingsih, 2023; Puspitasari & Sutianingsih, 2025; Yuliadi & Sutianingsih, 2023) who found that organizational commitment significantly and positively affects employee performance.

#### ***The Effect of Job Placement on Employee Performance is Mediated by Organizational Commitment***

Consequently, the route coefficient value of 0.165 indicates a positive result, indicating that job placement affects employee performance through organizational commitment. The probability values, or p-values, are less than 0.05 and the T-statistic value is more than 2.064, which is greater than 1.96. Consequently, employee output is significantly affected by the level of organisational commitment. Results from studies by Wahana & Sutianingsih (2023), Putri (2022), Putri et al. (2023), and Kurnia & Sutisna (2025) all lend credence to the idea that job placement significantly influences employee performance through mediating organizational commitment, thus supporting hypothesis 6.

### ***The Influence of Workload on Employee Performance is Mediated by Organizational Commitment***

The relationship between workload and employee performance is moderated by organizational commitment, according to a positive path coefficient value of 0.144. As a result, the p-values were less than 0.05 and the T-statistic was more than 1.96. As a result, organizational dedication has a substantial impact on worker productivity. Workload has a positive and significant effect on employee performance by mediating organizational commitment, according to research by (Dani & Mujanah, 2021; Neksen et al., 2021; Raymond et al., 2023; Wigunardi, 2023). Therefore, hypothesis 7 is accepted.

### **CONCLUSION AND RECOMMENDATION**

The following findings may be taken from the existing literature: first, job placement significantly and positively affects employee performance. Secondly, there is a small but positive correlation between workload and productivity. Third, there is a positive and statistically significant relationship between job placement and organizational commitment. The fourth point is that dedication to the organization is positively and significantly impacted by workload. Fifthly, the degree to which workers are invested in the success of the company has a favorable and substantial effect on their productivity. Sixth, a strong and positive effect of job placement on performance is moderated by organizational commitment. Seventh, workload has a substantial and beneficial effect on employee performance by modifying organizational commitment.

### **ADVANCED RESEARCH**

The synthesis of existing literature reveals a multifaceted interplay between job placement, workload, organizational commitment, and employee performance, highlighting several critical dynamics that inform advanced organizational research. Firstly, effective job placement emerges as a pivotal determinant of employee performance, not only directly enhancing productivity but also fostering a deeper organizational commitment, which in turn amplifies performance outcomes. Secondly, although the correlation between workload and productivity is modest, it remains positive, suggesting that optimal workload levels can stimulate employee engagement and efficiency. Furthermore, workload also significantly strengthens organizational commitment, indicating that when managed appropriately, job demands can reinforce employees' psychological attachment to the organization. Notably, organizational commitment acts as a key mediating and moderating variable; it enhances the direct impact of job placement on performance and channels the influence of workload into improved employee outcomes. These findings underscore the importance of strategically aligning job roles and managing workload to cultivate organizational commitment, thereby maximizing overall employee performance within a sustainable and supportive work environment.

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