

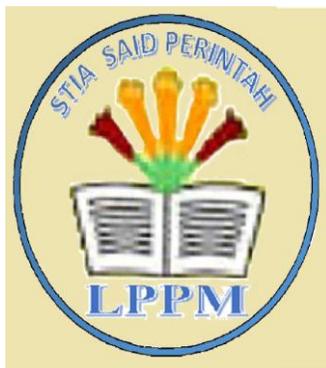
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**Public Policy:  
Jurnal Aplikasi  
Kebijakan Publik dan Bisnis**

**Dynamics of Job Satisfaction;  
Analysis of the Influence of  
Job Placement and Self-  
Efficacy**

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**LPPM STIA Said Perintah**

**Volume 6, No. 1, Maret 2025**

<https://stia-saidperintah.e-journal.id/ppj>

**Received; 2025 - 01 - 23**

**Accepted; 2025 - 03 - 09**

**Published; 2025 - 03 - 17**

**Abstract**

*This study examines the relationship between job satisfaction with job placement and self-efficacy variables in the TVRI Ambon environment. By applying quantitative methodology and associative design, the study aims to evaluate the impact of two predictor variables on a single response variable. From a total of 68 employees who are the population, sampling using the Slovin formula resulted in 40 respondents. Data was gathered through the use of a questionnaire, while data processing utilized multiple regression techniques through the SPSS program. The analysis demonstrated that job placement exerted a substantial impact on job satisfaction, while self efficacy did not emerge as a meaningful predictor of employees' contentment with their roles.*

**Keywords :** Job Placement, Self Efficacy, Job Satisfaction,



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## **Introduction**

An organization or company is a structured entity that manages various resources, including human, technological, and financial assets, to achieve common goals. Among these, human resources (HR) are one of the most critical components, as employees are responsible for executing essential tasks that sustain organizational operations. Consequently, effective HR management plays a crucial role in ensuring that an organization meets its strategic objectives.

A primary objective of HR management is to enhance employee job satisfaction, which significantly influences organizational effectiveness and productivity. Job satisfaction refers to the extent to which individuals feel content or dissatisfied with various aspects of their work. Handoko, as cited in Indra & Rialmi, (2022) defines job satisfaction as "an employee's subjective view of their work, which includes feelings that can be pleasant or unpleasant." This definition highlights how employees assess different job elements based on personal experiences and expectations. Employees with high job satisfaction generally exhibit positive attitudes toward their tasks and organizational responsibilities.

Job satisfaction is a crucial determinant of both employee well-being and organizational success, influenced by multiple factors. One major challenge in maintaining job satisfaction is observed at TVRI Ambon, a national broadcasting institution. Employee dissatisfaction at TVRI Ambon is primarily attributed to misaligned job placements. Job placement, as defined by Hasibuan (Husin, 2020), is a strategic HR management process aimed at assigning individuals to positions that align with their expertise, skills, and potential. However, despite a structured placement system, mismatches persist. For instance, employees with backgrounds in finance are sometimes assigned to general work units, while those with expertise in animal husbandry are placed in engineering units. Such misplacements hinder the adaptation process and contribute to lower job satisfaction, as employees struggle with tasks outside their areas of competence. Prior research by Rahayu & Sulaimiah, (2023) and Kones et al., (2022) underscores the significant impact of job placement on job satisfaction.

Another factor affecting job satisfaction at TVRI Ambon is employee self-efficacy. Lunenburg, as cited in Mimiasri et al., (2023), defines self-efficacy as "a person's belief in their ability to succeed in various tasks or achieve certain goals." At TVRI Ambon, a

considerable number of employees are high school graduates assigned to administrative, technical, and camera operation roles. While their educational backgrounds align with their job placements, challenges arise in adapting to job demands and the work environment. Many employees struggle with estimating task completion times, which affects their confidence and overall job satisfaction. A diminished sense of confidence can lower self-efficacy, negatively influencing work attitudes and job satisfaction. Research by Dewi et al., (2024) and Assayid, (2024) supports this notion, indicating that employees with higher self-efficacy tend to experience greater job satisfaction.

Despite extensive research on job satisfaction, studies that explore the combined influence of job placement and self-efficacy on employee satisfaction remain limited, particularly in the context of national broadcasting institutions. Existing studies predominantly focus on either job placement or self-efficacy independently, rather than examining their combined impact on job satisfaction. This study aims to bridge this gap by analyzing the interplay between job placement and self-efficacy in determining employee job satisfaction at TVRI Ambon. Addressing this research gap provides a novel perspective on HR management strategies that can enhance employee well-being and productivity.

Thus, the primary objective of this study is to examine the impact of job placement and self-efficacy on employee job satisfaction at TVRI Ambon Station. The findings are expected to contribute to a deeper understanding of the factors influencing job satisfaction and offer practical insights for improving HR management in similar institutional settings.

## **Theoretical Framework and Research Hypothesis Development**

### **Job Placement**

Job placement is a fundamental aspect of human resource management (HRM) that ensures employees are assigned to roles that best align with their skills, competencies, and expertise. Effective job placement contributes to both individual and organizational success by optimizing workforce potential and enhancing job satisfaction. According to Kasmir, as cited in Suarni & Yusminah, (2016) job placement is a strategic process that positions individuals in roles corresponding to their skills, knowledge, and experience within an organization. Similarly, Bahri, as cited in Sari & Alam, (2023) defines job placement as “the process of assigning employees to the right positions based on their skills, abilities, and

potential, with the goal of enhancing work efficiency and organizational effectiveness.” Furthermore, Susanto, as cited in Sari & Alam, (2023) highlights that job placement is a critical step in HRM, ensuring that employees are placed in positions that match their educational background, expertise, and experience to maximize productivity and job satisfaction.

Several key factors influence the accuracy and effectiveness of job placement. Suwatno, as cited in Husin, (2020) identifies five essential indicators for evaluating job placement; (1) education, (2) work knowledge, (3) work skills, (4) work experience, and (5) age. These factors collectively determine how well employees adapt to their assigned roles and contribute to overall organizational performance. Properly aligned job placement allows employees to utilize their capabilities effectively, fostering both professional growth and workplace efficiency.

Based on the theoretical foundation and prior studies, the following hypothesis is proposed;

Hypothesis 1; Job placement has a positive effect on job satisfaction.

### **Self-Efficacy**

Self-efficacy is a psychological construct that reflects an individual's belief in their ability to successfully perform tasks and achieve desired outcomes. It is conceptually understood as a personal perception of one's capacity to influence situations and control results effectively. This concept was introduced by Albert Bandura, (1997) as part of the social learning theory framework.

According to Efendi, (2013) citing Bandura, self-efficacy is closely linked to an individual's confidence in executing tasks and overcoming specific challenges. Bandura posits that self-efficacy serves as a core belief that shapes an individual's thought processes, emotional responses, and behavioral patterns. Similarly, Stajkovic and Luthans, as cited in Mahawati & Sulistiyani, (2021) define self-efficacy as “an individual's belief in their capability to plan, implement, and complete tasks, thereby achieving specific objectives successfully.” Within an organizational context, an individual's level of self-efficacy significantly impacts work performance, motivation, and overall job satisfaction.

The measurement of self-efficacy is based on four key indicators identified by Lunenburg, as cited in Mimasri et al., (2023); (1) mastery experiences, (2) vicarious

experiences, (3) social persuasion, and (4) physiological and emotional states. These indicators provide a framework for assessing an individual's self-efficacy across different domains.

Based on the theoretical foundation, the following hypothesis is proposed; Hypothesis 2; An individual's self-efficacy positively influences job satisfaction.

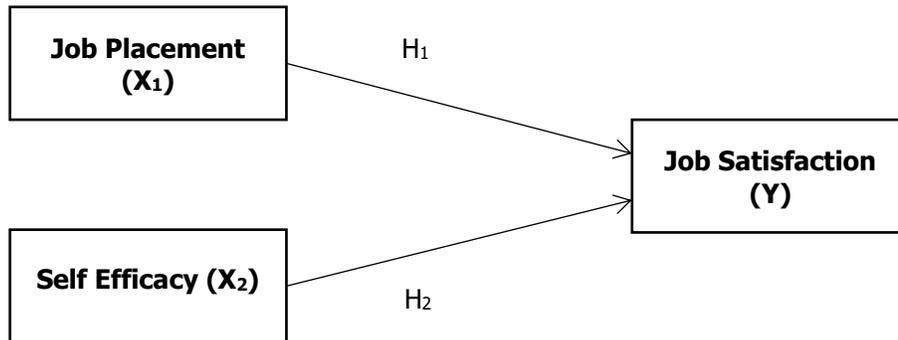
### **Job Satisfaction**

Job satisfaction is a psychological construct that represents an individual's emotional response and evaluation of their work. Wexley and Yuki, as cited in Suwatno & Priansa, (2011) define job satisfaction as the manifestation of an individual's feelings toward their job, shaped by a comprehensive assessment of various aspects of their work environment. This conceptualization includes both positive and negative experiences accumulated throughout one's career, as well as expectations regarding future opportunities. Thus, job satisfaction can be understood as the outcome of an individual's cognitive and emotional interpretation of work-related dimensions.

From the perspective of DeCenzo et al., (2013) job satisfaction is conceptualized as a positive affective state resulting from an individual's evaluation of job characteristics. This perspective emphasizes that job satisfaction is not solely influenced by external factors such as compensation or workplace climate but is also shaped by how individuals perceive and assess the intrinsic attributes of their work in a holistic manner.

Furthermore, Hasibuan, (2019) identifies several key indicators for measuring job satisfaction, which include; (1) enjoyment of work, (2) passion for work, (3) positive work morale, (4) work discipline, and (5) work performance. These indicators provide a framework for understanding the factors that contribute to an individual's overall job satisfaction.

### Research Framework



### Method

This study employs a quantitative research methodology within an associative framework to analyze the influence of job placement and self-efficacy on job satisfaction. The primary objective is to examine and evaluate the relationship between the independent variables job placement and self efficacy and the dependent variable, job satisfaction.

The study population comprises 68 employees, from which a sample size of 40 respondents was determined using the Slovin formula. This sampling approach ensures that the selected respondents are both representative and optimal for the research. Data collection was conducted through a structured questionnaire designed to comprehensively measure the three main constructs. Prior to analysis, the collected data underwent validity, reliability, and classical assumption testing to ensure robustness.

To assess the impact of job placement and self-efficacy on job satisfaction, multiple regression analysis was performed using SPSS software. This analytical approach facilitates an in-depth examination of the relationship patterns among the variables, providing empirical insights into their interconnections.

### Discussion

#### Validity test

Validity test confirms that the measurement instrument used in this study has high accuracy and can be relied on to evaluate research variables. Consistent validity ensures that research results accurately reflect the variables and indicators to be measured.

### Validity Test

Variable & Item Statement	T-table	T-count	Sig Value
J.P 1		0,854	
J.P 2		0,877	
J.P 3		0,722	
J.P 4		0,782	
J.P 5		0,851	
J.P 6		0,873	
J.P 7		0,727	
J.P 8		0,851	
J.P 9		0,872	
J.P 10		0,686	
S.E 1		0,711	
S.E 2		0,710	
S.E 3	0,31	0,744	0,000
S.E 4		0,824	
S.E 5		0,710	
S.E 6		0,622	
S.E 7		0,682	
S.E 8		0,677	
J.S 1		0,858	
J.S 2		0,888	
J.S 3		0,811	
J.S 4		0,826	
J.S 5		0,854	
J.S 6		0,820	
J.S 7		0,861	
J.S 8		0,822	

Source; Data processing results, (2025)

The results of the validity test for the variables of job placement, self-efficacy, and job satisfaction show that all items used in these three variables meet the established validity criteria. Based on the t-table value of 0.31, each item has a t-count value that exceeds this minimum limit, indicating that these items significantly contribute to measuring the variables studied. In addition, the significance value for all variable statement items is 0.000, far below the significance level of 0.05, which confirms that the measurement results of these items are statistically significant.

## Reliability Test

Reliability tests are conducted to see the reliability of the instruments used, provide a strong basis for further analysis and ensure that the data obtained from this study are reliable.

### Reliability Test

Variable	Cronbach's Alpha
Job Placement ( $X_1$ )	0,942
Self Efficacy ( $X_2$ )	0,859
Job Satisfaction (Y)	0,940

Source; Data processing results, (2025)

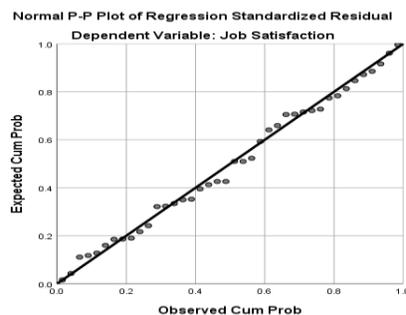
The reliability analysis of the research instrument yielded favorable results for all three variables examined. The job placement variable ( $X_1$ ) demonstrated excellent reliability, with a Cronbach's Alpha of 0.942. Similarly, the self-efficacy variable ( $X_2$ ) exhibited a strong reliability coefficient of 0.859. The job satisfaction measure (Y) also displayed high consistency, achieving a Cronbach's Alpha value of 0.940. All three values significantly exceeded the minimum threshold of 0.70, confirming the research instrument's reliability in accurately assessing the variables under investigation.

## Classic Assumption Test

### Normality test

The normality test aims to see whether the analyzed data follows a normal distribution, which is an important assumption in many statistical techniques. In this study, the normality test is seen through a visual inspection of the P-P Plot.

### Normality test



Source; Data processing results, (2025)

The P-P Plot results show that the data points for the variables studied are consistently located around the diagonal line representing a normal distribution. This indicates that the data for job placement, self-efficacy, and job satisfaction do not show deviations from the normal distribution.

### **Multicollinearity Test**

Multicollinearity testing is performed to ensure that there is no strong linear relationship between the independent variables. This assumption is important to fulfill so that the regression model can produce unbiased and efficient parameter estimates. Data is said to pass the multicollinearity test when the tolerance value for the independent variables exceeds 0.10 and the Variance Inflation Factor (VIF) remains below 10.

#### **Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Job Placement	.581	1.720
Self Efficacy	.581	1.720

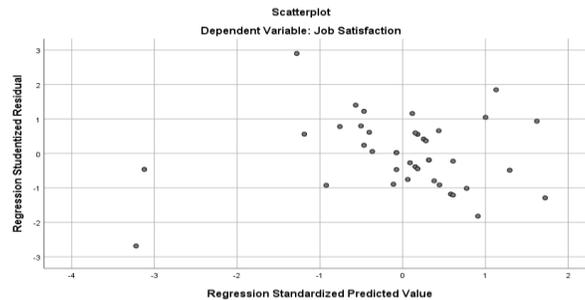
Source; Data processing results, (2025)

The results of the Multicollinearity test showed a tolerance of 0.581 and a Variance Inflation Factor (VIF) of 1.720 for each variable, confirming that multicollinearity is not an issue in the regression model applied in this study. These values indicate that the variables are sufficiently independent, ensuring the integrity and validity of the regression analysis.

### **Heteroscedasticity Test**

The heteroscedasticity test is conducted to verify that the variance of the residual errors remains consistent throughout the range of values for the independent variables in the regression model. Data that is randomly distributed in the scatterplot test is a sign that the regression model passes this test.

### Scatterplot graph



Source; Data processing results, (2025)

The results of this Scatterplot show the distribution of residuals that are randomly scattered without a clear pattern. With the absence of a systematic pattern in the residuals, this regression model is indicated to have high reliability, and the results of the coefficient estimates can be considered accurate and unbiased.

### Hypothesis test

#### T Test (Partial Test)

Partial test, or known as t-test is employed to assess the extent of influence each independent variable exerts on the dependent variable in a study. A variable is said to have an influence if its calculated t value exceeds the t table, which is determined based on the number of samples used. Furthermore, an independent variable is regarded as having a significant impact on the dependent variable if its p-value is less than 0.05.

#### T Test

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	.423	3.599		.118	.907
	Job Placement	.601	.083	.755	7.269	.000
	Self Efficacy	.234	.142	.172	1.651	.107

Source; Data processing results, (2025)

The t-test results for hypothesis testing showed differing outcomes for the two independent variables in this study, suggesting a complex and varied influence on the dependent variable. Analysis of the job placement variable yielded a t-value of 7.269 with a significance level of 0.000, which substantially exceeded the t-table value of 2.025 and was below the significance threshold of 0.05. This finding confirmed the strong influence of job

placement on job satisfaction, while validating the first hypothesis about the positive relationship between the two variables. On the other hand, testing of the self-efficacy variable showed different results, with t-value 1.651 and a significance of 0.107. This value did not reach the minimum limit of the t-table (2.025) and exceeded the significance threshold of 0.05, indicating no significant influence of self-efficacy on job satisfaction. Consequently, the second hypothesis predicting a positive relationship between self-efficacy and job satisfaction did not receive empirical support in this study.

### **Multiple Linear Regression Test**

Based of the regression analysis results, the multiple regression equation utilized in this study is as follows;  $Y = 0.423 + 0.601X_1$ . The constant value of 0.423 represents the basic level of job satisfaction (Y) when the job placement variable (X<sub>1</sub>) has no effect or is considered zero. Meanwhile, the coefficient of 0.601 on the job placement variable indicates that every one unit increase in this variable will contribute to an increase in the perception of job satisfaction by 0.601 units. Meanwhile, the self-efficacy variable (X<sub>2</sub>) is not included in the regression equation is due to the fact that the statistical analysis reveals that its influence on job satisfaction is not substantial enough to be considered statistically significant. This can be seen from the calculated t value of 1.651 which is lower than the t table (2.025) and the significance level of 0.107 which exceeds the limit of 0.05. In other words, within the scope of this study, self-efficacy does not demonstrate a noteworthy influence on job satisfaction, indicating its limited role in shaping employees' overall contentment.

### **Impact of Job Placement on Job Satisfaction**

The job placement variable plays a crucial role in shaping job satisfaction, demonstrating a strong and statistically significant impact because it has a t-value of 7.269 and a significance value of 0.000 based on statistical tests. The positive coefficient on job placement (0.601) indicates that every one unit increase in the job placement aspect will be associated with a 0.601 unit increase in job satisfaction.

In the context of work, as a public broadcasting institution, TVRI Ambon often involves employees in various tasks and responsibilities that affect their satisfaction in the workplace. Although there were job placements that were initially inappropriate,

improvements were continuously made. Adjusting tasks that are more in line with employee expertise or interests has implications for increased job satisfaction. Better placement allows employees to feel more appreciated and involved, which in turn increases their job satisfaction.

The influence of job placement on job satisfaction as a result of this study further confirms that job placement is something important related to employee job satisfaction and, at the same time, strengthens the findings of prior research, including the study by Syaputra et al., (2022) and research conducted by Rahayu & Sulaimiah, (2023), where job placement plays a role in determining job satisfaction.

### **Impact of Self Efficacy on Job Satisfaction**

The analysis findings indicate that self-efficacy does not influence job satisfaction, even though theoretical perspectives suggest otherwise. With a t-value of 1.651 and a significance level of 0.107, the data confirms the absence of a meaningful relationship between self-efficacy and job satisfaction.

Theoretically, self-efficacy, which is an individual's belief in their ability to carry out various tasks, can increase job satisfaction because it is driven by self-confidence and perceived control over their work. One possible cause of the lack of effect on self-efficacy could be the presence of contextual or situational factors that influence the relationship. In a work environment that has strong structure and support, such as at TVRI Ambon, other aspects such as job placement or environmental factors may be more dominant in determining job satisfaction than self-efficacy. Employees may feel satisfied or dissatisfied with their jobs, more influenced by how their tasks are allocated and how their work is valued through compensation.

The absence of a significant impact of self-efficacy on job satisfaction stands in clear contrast to the findings of earlier studies, including the research conducted by Syifa & Ekowati, (2022) and research by Mubyl et al., (2023) which found that self-efficacy had an effect on job satisfaction. However, this study supports the results of research by Lukiastuti, (2021) and Izzy & Djamil, (2023) which obtained results that self-efficacy had no effect on job satisfaction.

## Conclusion

This study shows that job placement has a significant positive impact on job satisfaction of TVRI Ambon employees. When employees are placed according to their abilities and interests, their level of job satisfaction increases. On the other hand, self-efficacy does not have a significant effect on job satisfaction. Although self-efficacy helps increase self-confidence, other factors such as job placement and compensation have a stronger influence on job satisfaction at TVRI Ambon.

## Suggestion

For TVRI Ambon management, it is recommended to pay more attention to the right job placement according to employee skills and interests. Periodic evaluations need to be carried out to ensure the suitability of the placement. Although self-efficacy does not have a significant effect, it is still important for the company to provide training and support that can improve employee self-efficacy as part of employee professional development.

## Research Limitations

It must be acknowledged that this study has several limitations. First, the study was only conducted at TVRI Ambon, so the results cannot be generalized to other organizations. Second, data collection was only through surveys or questionnaires that may contain respondent bias. Third, this study is limited to only two variables, namely job placement and self-efficacy, without considering other factors that may have an influence.

## Suggestions for Further Research

For future research, it is recommended to involve more organizations with different characteristics so that the research results can be more generalized. In addition, future research should expand the scope by examining other factors such as organizational culture, relationships between coworkers, and work-life balance that also have the potential to affect job satisfaction.

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