

## The Effect of Work Placement and Motivation On Employee Performance at Perum Bulog, Pematang Siantar Branch

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### ABSTRACT

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The method in this study using a quantitative approach, the number of samples in this study were 40 respondents based on the results of calculations using the Slovin formula. Data collection techniques in this study using questionnaires or questionnaires distributed to employees of the Bulog Office of Pematang Siantar Branch. The data analysis technique used multiple linear regression, classical assumption test, t test, f test and coefficient of determination. Based on the results of the study, it shows that work placement partially has no effect on the performance of the employees of the Bulog Office of Pematang Siantar Branch with a significant value (0.141) smaller than 0.05 and tcount (1,503) smaller than ttable (1,685), and the test results show motivation partially significant effect on the performance of the employees of the Bulog Office of Pematang Siantar Branch with a significant value (0.001) smaller than 0.05 and tcount (3.776) greater than ttable (1.685) and work placement and motivation simultaneously have a significant effect on the performance of office employees Bulog Branch Pematang Siantar with a value of Fcount = 11,366 which is greater than Ftable 3,252 (seen from Ftable) with a probability value of sig 0.000 less than 0.05.

**Keywords:** Work Placement, Employee Motivation and Performance

## **INTRODUCTION**

Globalization presents a number of challenges related to human resource management (HR). Every organization/company is required to have quality human resources and have high competitiveness so that they can become human resources (HR) who are willing to learn and work hard with passion, so that their initial potential develops optimally.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, A. A., & Prabu, 2017). Therefore, employees must answer these challenges by working better so that the targets set can be achieved optimally and support the sustainability of the company (Marwansyah, 2016).

Placement of employees in the right position is an important component because it can help companies to get optimal work results and achieve the expected goals, in accordance with the statement (Gomes F.C, 2016) that placement is one of the most important functions in human resource management, whether or not it is appropriate or not. a person is placed in a certain position depending on the placement, if the placement function is not carried out properly then by itself it will be fatal to the achievement of organizational goals.

Motivation is considered an important thing to do because motivation is something that causes, distributes, and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation arises because of the encouragement for employees to achieve certain goals (Nadia Ika Purnama, 2021). Motivation needs to be given to employees in order to improve their performance. (Siagian, 2014, p. 287) states that in general motivation can be defined as an encouragement within employees to do as much as possible in carrying out their duties, because they believe that with the success of the organization in achieving its goals and various goals, the personal interests of members of the organization will be maintained as well.

Based on the background of the problem above, the formulation of the problem in this study are: Does work placement affect employee performance, does motivation affect employee performance and does work placement and motivation affect employee performance at the company Perum Bulog Pematang Siantar Branch Office?

## **LITERATURE REVIEW**

According to (Gaol J.L & Jimmy L, 2014) performance is a function of motivation and ability to complete tasks, where a person has a certain degree of willingness and level of ability.

According to (Bangun, 2012) Performance is the result of work achieved by a person based on job requirements. (Mangkunegara, 2017) argues that performance is the result of work in quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

As for a number of performance appraisal objectives according to (Sulistiyani, 2003, p. 224), among others: a. To know the goals and objectives of management and employees. b. Motivate employees to improve their performance.

According to (Umam, 2010) suggests that the contribution of the assessment results is something that is very useful for organizational policy planning.

The factors that affect performance according to (Hasibuan, 2013) reveal that "Performance is a combination of three important factors, namely the ability and interest of a worker, ability and acceptance of the explanation of task delegation and the role and level of worker motivation".

According to (Mangkunegara, A. A., & Prabu, 2017), there are various employee performance factors, including: a. Ability Factor, b. motivational factor.

Employee performance indicators (Mangkunegara, 2011) suggests that employee performance indicators are:

1. Quality
2. Quantity
3. Task execution
4. Responsibility

Human resource placement is allocating employees to certain work positions. This is done to new employees and old employees who have occupied positions or jobs including the target of the employee placement function in the sense of maintaining their position or transferring to another position (Nel Arianti, 2016, pp. 85–86).

According to (Bangun, 2012) placement is related to the adjustment of one's abilities and talents with the work to be done.

The right placement of employees is one of the keys to obtain optimal work performance from each employee in addition to work morale, creativity and initiative will also develop. (Hasibuan, 2013)

According to (Jackson, 2001, p. 214) work placement can be measured by several indicators, including, (1) Knowledge. (2) Skills, (3) Abilities.

According to (Gaol J.L & Jimmy L, 2014, p. 127) motivation is a condition in which individual efforts have strength, direction, and persistence to achieve a goal.

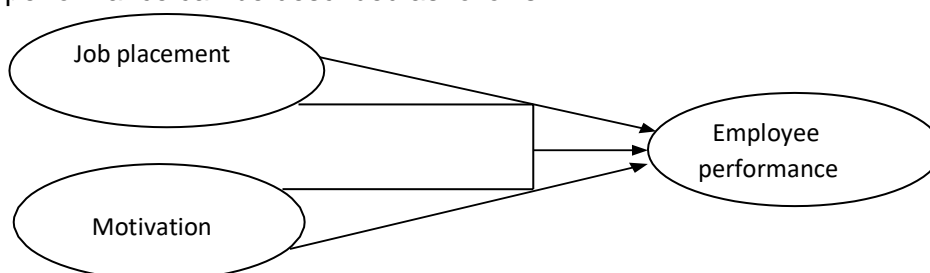
Motivation is a process of giving encouragement to subordinates so that subordinates can work in line with the given limits in order to achieve organizational goals optimally (Sulistiyani, 2018).

The goals of motivation according to (Hasibuan, 2013, p. 146) include increasing employee morale and job satisfaction. Components of indicators of work motivation according to (Sastrohadiwiro, 2003) are as follows:

- 1) Performance, namely a person's desire to work and the need to encourage him to achieve goals
- 2) Awards, namely awards or acknowledgments for a performance that has been achieved by someone will be a strong stimulus and inner satisfaction of employees because they have successfully completed their work.
- 3) Challenges, namely the existence of challenges is a strong incentive for humans to overcome them and solve problems faced by employees.
- 4) Responsibility, namely a sense of belonging will lead to motivation to feel responsible and a sense of responsibility can trigger employees in overcoming the problems they face.

- 5) Involvement consists of a sense of being involved in a decision-making process which can be called a suggestion box that is used as input for company management, is a strong incentive for employees as well as mutual respect between employees is a way to socialize in the work environment.
- 6) Development which consists of adaptation of employees in the work environment, level of employee participation in providing innovation to the company and mutual cooperation among employees.
- 7) Opportunity is the opportunity to advance in an open career path as well as better job expectations.

From the discussion above, the conceptual framework of the effect of work placement on employee performance can be described as follows:



**Figure 1 Research Paradigm**

Based on the theoretical basis and framework of thinking above, the hypotheses proposed in this study are:

1. Work placement has an effect on employee performance at the Bulog Office of the Pematang Siantar Branch Office.
2. Motivation has an effect on employee performance at the Bulog Office of the Pematang Siantar Branch Office.
3. Work placement and motivation affect employee performance at the Bulog Office of Pematang Siantar Branch.

## RESEARCH METHOD

The type of research used in this research is explanatory research. According to (Sugiyono, 2013, p. 6) explanatory research is research that intends to explain the position of the variables studied and the relationship between one variable and another. Thus, this study uses a quantitative approach because the data to be used is intended to analyze the relationship between variables expressed by numbers or a numerical scale (Kuncoro, 2009, p. 145). This research was conducted in the office of Perum BULOG, Pematang Siantar Branch Office, Jalan. Asahan Km 3.5 Pematang Siantar.

Population is a combination of all elements in the form of events, things or people who have similar characteristics that become the center of attention of a researcher because it is seen as a study (F Augusty, 2006). According to (Sugiyono, 2012, p. 62) the sample is part of the number and characteristics possessed by the population. Probability sampling is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2016, p. 82). Validity test means testing the extent of the accuracy or truth of an instrument as a measuring instrument for research variables. If the instrument is valid/true then the measurement results are likely to

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{\{n \sum x^2 - (\sum x)^2\} \{n \sum y^2 - (\sum y)^2\}}}$$

be correct (Azuar Juliandi, Irfan, 2015).

Information:

- r : Correlation coefficient
- n : Sample
- $\sum x$  : Number of variable observations (x)
- $\sum y$  : Number of variable observations (y)
- $(\sum x^2)$  : The number of squares of variable observations (x)
- $(\sum y^2)$  : The number of squares of variable observations (y)
- X : Independent variable (Work Placement and Motivation)
- Y : Dependent variable (Performance)

Multiple regression analysis will be carried out if the number of independent variables is at

$$Y = a + b_1X_1 + b_2X_2$$

least 2 (Sugiyono, 2016, p. 307).

Information:

- Y = Performance
- $\alpha$  = Constant
- $\beta_1\beta_2$  = Regression coefficient
- $X_1$  = Job Placement
- $X_2$  = Motivation

In a regression that has more than one independent variable, if assumptions 1-5 are met, it has a Blue estimator. If assumption 6 is also fulfilled, namely variable has a normal distribution, then the dependent variable Y will also be normally distributed (Basuki A.T & Praoto N, 2016, p. 33).

In analyzing the data, knowing the level of significance used t-test with the formula: (Sugiyono, 2017, p. 214)

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Information:

- t = t arithmetic in consultation with table t
- r = Partial correlation found
- n = Number of samples

## RESULTS

The normality test in this study can be seen by using the normal probability plot and histogram tests.

Tabel 1. Hasil Uji Normalitas One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,76800123
Most Extreme Differences	Absolute	,128
	Positive	,128
	Negative	-,071

Test Statistic	,128
Asymp. Sig. (2-tailed)	,095 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Sumber : Data Diolah oleh SPSS (2022)

Based on the table above, the results of asymp. sig. (2-tailed) of 0.095 which means it is greater than 0.05, so it can be concluded that this regression model is normally distributed and has met the assumption of normality.

### Multicollinearity Test

Symptoms of multicollinearity can be seen from the value of Tolerance and VIF (Variance Inflation Factor), these two measures indicate which independent variables are explained by other independent variables. Tolerance is a measure of the variability of the selected independent variable which is not explained by other independent variables. The value used for Tolerance > 0.1, and VIF < 10, then there is no multicollinearity.

Tabel 2. Hasil Uji Multikolinearitas

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	16,758	4,143		4,044	,000		
Job Placement	,170	,113	,206	1,503	,141	,891	1,122
Motivation	,347	,092	,518	3,776	,001	,891	1,122

a. Dependent Variable: Employee performance

Sumber : Data Diolah oleh SPSS (2022)

Based on the table above, it can be seen that the tolerance value (T) is .891 and the VIF value is 1.122. So it can be concluded that there is no multicollinearity in the independent variables and can be used in this study, because the value of T => 0.1 and VIF = <10.

### Heteroscedasticity Test

Heteroscedasticity test is used to test whether in the regression model, there is an inequality of variance and residuals from another observation. If the residual variance from another observation remains, it is called homoscedasticity, and if the variance is different it is called heteroscedasticity. A good model is that there is no heteroscedasticity.

### Multiple Linear Regression Analysis

Multiple linear regression analysis aims to predict changes in the value of the dependent variable due to changes in the value of the independent variable.

Table 3. Multiple Linear Regression Test Results Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	16,758	4,143		4,044	,000		
Job Placement	,170	,113	,206	1,503	,141	,891	1,122
Motivation	,347	,092	,518	3,776	,001	,891	1,122

a. Dependent Variable: Employee Performance

Sumber : Data Diolah oleh SPSS (2022)

From the table above, it can be seen that the linear regression equation model is as follows:

$$Y = 16,758 + 0,170X_1 + 0,347X_2$$

Information :

- 1) The constant value is 16.758, indicating that the independent variable, namely work placement and motivation, is constant and does not change (equal to 0) then the constant will remain at 16.758.
- 2) The value of the work placement regression coefficient is 0.170 indicating that if the work placement has increased by 100% it will increase the work placement constant on employee performance by 17.0%.
- 3) The value of the motivation regression coefficient is 0.347, indicating that if motivation increases by 100%, it will increase the motivational constant on employee performance by 34.7%.

### t test (Partial)

The formula described is rejecting H0 if the probability value is < significant level of 0.05 (sig < 0.05) meaning that there is a significant relationship between the independent variable (X) and the dependent variable (Y). Reject H0 if the probability > a significant level of 0.05 means that there is no significant relationship between the independent variable (X) and the dependent variable (Y).

Table 4.T-Test Results (Partial) Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 Constant)	16,758	4,143		4,044	,000		
Job Placement	,170	,113	,206	1,503	,141	,891	1,122
Motivation	,347	,092	,518	3,776	,001	,891	1,122

a. Dependent Variable: Employee Performance

Sumber : Data Diolah oleh SPSS (2022)

### Job Placement Testing with Employee Performance

Based on the test results that can be seen from table 4.12 above, it is obtained tcount for the work placement variable of 1,503 for a 5% error in the 2-party test and dk = n-k (40-2=38), obtained ttable 1.685. In this case tcount = 1.503 < ttable = 1.685.

Furthermore, it is also seen that the probability value of t, namely sig is 0.141, while the previously determined significant level of is 0.05, the value of sig is 0.141 > 0.05 so it can be

concluded that work placement has no significant effect on the performance of the employees of the Bulog Office of Pematang Siantar Branch.

### Testing Motivation with Employee Performance

Based on the test results that can be seen from table 4.12 above, it is obtained that tcount for the motivation variable is 3.776 for 5% error in the 2-party test and  $dk = n-k (40-2=38)$ , obtained ttable 1.685. In this case  $tcount = 3.776 > ttable = 1.685$ . Furthermore, it is also seen that the probability value of t, namely sig is 0.001 while the previously determined significant level of is 0.05, the value of sig is  $0.001 < 0.05$  so that  $H_0$  is rejected, and it can be concluded that motivation partially has a significant effect on the performance of the employees of Perum Bulog, Pematang Siantar Branch.

### F Test (Simultaneous)

This F (simultaneous) test was conducted to determine whether the independent variables weresama berpengaruh signifikan terhadap variabel terikat dan sekaligus menguji hipotesis kedua. Adapun kriteria pengujiannya yaitu:

- 1) Tolak  $H_0$  apabila  $<F_{hitung} - F_{tabel} > - F_{tabel}$ .
- 2) Accept  $H_a$  if  $F_{count} > F_{table}$  or  $- F_{count} < F_{table}$ .

Tabel 5. Hasil Uji F (Simultan) ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	183,589	2	91,794	11,366	,000 <sup>b</sup>
Residual	298,811	37	8,076		
Total	482,400	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Job Placement

Sumber : Data Diolah oleh SPSS (2022)

From the results of table 4.13 above, the f value is 11.366 then the sig value is 0.000. Based on the results of the F (simultaneous) test above, the Fcount for the work placement and motivation variable is 11,366 for a 5% error in the 2-party test and  $dk = n-k-1 (40-2-1=37)$ , ftable 3.252 is obtained. If  $fcount > ftable$  then there is a significant effect between X1 and X2 on Y, and vice versa if  $fcount < ftable$  then there is no significant effect between X1 and X2 on Y. In this case  $fcount = 11.366 > ftable = 3.252$ . Furthermore, it is also seen that the probability value of t, namely sig is 0.000 while the previously determined significant level of is 0.05, then the value of sig is  $0.000 < 0.05$  so that  $H_0$  is rejected so it can be concluded that work placement and motivation simultaneously have a significant effect on the performance of office employees. Bulog Branch Pematang Siantar.

### Coefficient of Determination

If the determination ( $R^2$ ) is getting bigger (closer to one), it can be said that the influence of the independent variable is large on the dependent variable. This means, the model used is getting stronger to explain the influence of the independent variables studied on the dependent variable. The value of the coefficient of determination can be seen in the table below:

Tabel 6. Hasil Uji Koefisien Determinasi Model Summary<sup>b</sup>



Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,617 <sup>a</sup>	,381	,347	2,84183	1,776

a. Predictors: (Constant), Motivation, Job Placement

b. Dependent Variable: Employee Performance

Sumber : Data Diolah Oleh SPSS (2021)

The way to see determination is to look at the R Square column where the R Square value in the table above is 0.347 or 34.7% of the percentage value that affects the independent variables (work placement and motivation) on the dependent variable (employee performance) while the remaining 63.3% influenced by other factors not examined in this study.

## DISCUSSION

From the test results, it can be seen that the work placement variable has an effect on employee performance while the work discipline variable has no effect on employee performance. A more detailed explanation can be explained as follows:

### The Effect of Work Placement on Employee Performance

Based on the results of testing the effect of work placement on employee performance, it is shown by the value of tcount which is greater than ttable, namely  $tcount = 1.503 < ttable = 1.685$  and the probability value of t namely sig is  $0.141$  while the previously determined significant level is  $0.05$ , then the value of sig is  $0.141 > 0.05$ . From this explanation, it can be concluded that there is no significant effect between work placement and employee performance at the Pematang Siantar Branch of the Bulog Office.

According to (Bangun, 2012) placement is a matter related to adjusting one's abilities and talents with the work to be done. However, it turns out that the problem is not that simple, because the success of the entire manpower procurement program lies in the accuracy of placing the employee concerned. Work placement is closely related to the performance of an employee. A person will feel comfortable and will show good performance if the workplace is conducive and comfortable for him. If the placement is not in accordance with the condition of the employee, the employee will not bring out the best in his abilities so that his performance will decrease. The results of this study indicate that work placement has no significant effect on employee performance.

### The Effect of Motivation on Employee Performance

Based on the results of testing the effect of work discipline on employee performance, it is shown by the value of tcount which is greater than ttable, namely  $tcount = 3.776 > ttable = 1.669$  and the probability value of t, namely sig, is  $0.001$  while the significance level of previously determined is  $0.05$ , then the value of sig is  $0.001 < 0.05$ , so  $H_0$  is rejected. Thus it can be concluded that motivation has a significant effect on the performance of the employees of the Bulog Office of Pematang Siantar Branch. Giving motivation is one of the important factors for achieving performance, with motivation it is hoped that each individual will work hard and enthusiastically for the achievement of maximum performance. Motivation is considered an important thing to do because motivation is something that causes, distributes, and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation arises because of the encouragement for employees to achieve certain goals.

### **The Influence of Work Placement and Motivation on Employee Performance**

In this study, work placement and motivation have an influence on the performance of the employees of the Bulog Office of Pematang Siantar Branch. based on the F test table, it is obtained that  $f_{count} 11.366 > 3.148 f_{table}$  with a significant level of 0.000 while the previously determined significant level of is 0.05, the sig value of  $0.000 < 0.05$  so that  $H_0$  is rejected. So it can be concluded that simultaneously there is a significant influence between work placement and motivation on the performance of the employees of the Bulog Branch Office of Pematang Siantar. Then it can be seen from the results of the determination test where the value of R square is 0.347 or 34.7% the amount of the percentage value that affects the independent variable on the dependent variable, while the remaining 55.3% is influenced by other factors not examined in this study. Work placement and motivation affect employee performance, the relationship states that if the job placement variable changes or increases, employee performance will also increase. Likewise, the motivation variable has increased, the employee's performance will also increase. So it can be concluded that the two variables, both work placement and motivation, both have a significant influence on employee performance.

### **CONCLUSION**

Based on the results of research and discussion that have been stated previously, it can be concluded as follows:

- 1) The results of the partial study prove that Work Placement has no significant and significant effect on employee performance at the Bulog Office of the Pematang Siantar Branch. The results of the study on the effect of work placement on employee performance showed that  $t_{count} 1.503 < t_{table} (1.685)$  or the significant value obtained was  $0.141 > 0.05$ . From these results it can be concluded that partially work placement has no significant effect on employee performance at the Bulog Office of Pematang Siantar Branch.
- 2) Partial research results prove that motivation has a significant effect on employee performance at the Bulog Office of Pematang Siantar Branch. The results of the study on the effect of motivation on employee performance showed that  $t_{count} 3.776 > t_{table} (1.685)$  or the significant value was obtained  $0.001 < 0.05$ . From these results it can be concluded that partially motivation has a significant effect on employee performance at the Bulog Office of Pematang Siantar Branch.
- 3) The results of the study simultaneously prove that there is a significant influence between employee performance and motivation on employee performance with Fcount indicated by the value  $11.366 > F_{table} 3.252$  then it can also be seen with the probability value sig where  $0.000 < 0.05$  then  $H_0$  is rejected. From the above calculations, it can be concluded that work placement and motivation simultaneously have a significant effect on employee performance at the Bulog Office of Pematang Siantar Branch.

### **LIMITATION**

Based on the research conducted by the author, several problems were found namely the placement of work that is not in accordance with the skills, expertise and employees' abilities. Some still have employees who haven't master the competencies that are in accordance with the position.

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## DECLARATION OF CONFLICTING INTERESTS

We declare that we have no conflict of interest with the BEFIC Bali 2022 committee or staff from AIBPM or any conflict regarding this article

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