

## **The Influence of Work Facilities, Job Placement and Work Ability on Employee Performance Central Sulawesi Provincial Youth and Sports Office**

### **Pengaruh Fasilitas Kerja, Penempatan Kerja dan Kemampuan Kerja Terhadap Kinerja Pegawai Dinas Pemuda dan Olahraga Provinsi Sulawesi Tengah**

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#### **Abstract**

This study aims to analyze the influence of work facilities, job placement, and employability on employee performance at the Central Sulawesi Provincial Youth and Sports Office. The method used is a quantitative approach with multiple linear regression analysis to determine the relationship between independent variables and dependent variables. Data was collected through the distribution of questionnaires to respondents who were active employees in the agency. The results showed that partially or simultaneously, the three independent variables—work facilities, work placement, and work ability—had a significant effect on employee performance. Adequate work facilities provide comfort and support the effectiveness of the task. The right job placement can increase motivation and productivity, while high work ability reflects individual competence in completing tasks well. These findings indicate the importance of managerial strategies that focus on the provision of facilities, competency-based placement, and employee capacity building in an effort to improve organizational performance. This study recommends that the Youth and Sports Office continuously develop an integrated human resource management system to support the optimization of employee performance.

**Keyword:** Work Facilities, Job Placement, Work Ability and Employee Performance

#### **Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh fasilitas kerja, penempatan kerja, dan kemampuan kerja terhadap kinerja pegawai pada Dinas Pemuda dan Olahraga Provinsi Sulawesi Tengah. Metode yang digunakan adalah pendekatan kuantitatif dengan analisis regresi linear berganda untuk mengetahui hubungan antara variabel independen dan variabel dependen. Data dikumpulkan melalui penyebaran kuesioner kepada responden yang merupakan pegawai aktif di instansi tersebut. Hasil penelitian menunjukkan bahwa secara parsial maupun simultan, ketiga variabel independen—fasilitas kerja, penempatan kerja, dan kemampuan kerja—berpengaruh signifikan terhadap kinerja pegawai. Fasilitas kerja yang memadai memberikan kenyamanan dan mendukung efektivitas tugas. Penempatan kerja yang tepat mampu meningkatkan motivasi dan produktivitas, sedangkan kemampuan kerja yang tinggi mencerminkan kompetensi individu dalam menyelesaikan tugas dengan baik. Temuan ini mengindikasikan pentingnya strategi manajerial yang berfokus pada penyediaan fasilitas, penempatan berbasis kompetensi, dan pengembangan kapasitas pegawai dalam upaya meningkatkan kinerja organisasi. Penelitian ini merekomendasikan agar Dinas Pemuda dan Olahraga secara berkelanjutan mengembangkan sistem manajemen sumber daya manusia yang terintegrasi untuk mendukung optimalisasi kinerja pegawai.

**Kata Kunci:** Fasilitas Kerja, Penempatan Kerja, Kemampuan Kerja Dan Kinerja Pegawai

## INTRODUCTION

The State Civil Apparatus (ASN) plays a crucial role as the spearhead of state administration and services to the community. The performance of civil servants not only has an impact on the efficiency and effectiveness of the bureaucracy, but also directly affects the quality of public services and public trust in the government. Therefore, a deep understanding of the factors that affect the performance of ASN, especially related to work facilities, job placement, and work ability, is very important in efforts to reform bureaucracy and improve good governance (*Good Governance*). The bureaucratic reforms that have been launched by the Indonesian government since the last few decades place improving the performance of civil servants as one of the main priorities. Three aspects that are of special concern are work facilities, job placement, and the employability of ASN. These three factors are believed to have a significant influence on the performance of civil servants, but their implementation and effectiveness are still a major challenge in Indonesia's complex and diverse bureaucratic system. Understanding the influence of work facilities, job placement, and work ability on employee performance is becoming increasingly relevant. Work facilities are facilities and infrastructure provided by organizations to support employee work activities. These facilities can be in the form of office equipment, information technology, ergonomic workspaces, to rest and recreation areas. The availability of adequate and quality work facilities is believed to increase productivity, efficiency, and comfort of employees in carrying out tasks.

Job placement, on the other hand, deals with the process of putting employees in positions that match their qualifications, skills, and interests. Concept "*the right man in the right place*" It has long been a basic principle in human resource management. The right job placement is expected to maximize employee potential, increase job satisfaction, and

ultimately have a positive impact on performance. The right placement of ASN in accordance with competence, experience, and interests is expected to optimize performance and increase job satisfaction. However, in practice, the placement of ASN is often faced with various challenges, such as politics of interest, limited formations, and disparity in employee needs between regions.

Work ability, as a third factor, includes the knowledge, skills, and competencies possessed by an employee. These abilities can be acquired through formal education, training, and work experience. Logic generally says that the higher the work ability of an employee, the better his performance. However, the relationship between employability and performance is not always linear. Factors such as motivation, work environment, and organizational culture can also affect the extent to which employability translates into optimal performance. The employability of ASN, as a third factor, is the main focus in efforts to develop apparatus resources. It includes the knowledge, skills, and competencies necessary to carry out government and public service tasks. In the digital era and globalization, the demands on the capabilities of civil servants are increasingly complex, including not only technical competencies but also soft skills such as adaptability, innovation, and service orientation. ASN competency development programs, such as education and training (diklat), scholarships, and professional certifications, have been carried out extensively. However, the effectiveness of these programs in improving the performance of ASN still needs to be further evaluated. Based on the background that has been described above, the formulation of the problem is as follows: 1) Do work facilities have an effect and significance on the performance of employees of the Central Sulawesi Provincial Youth and Sports Office? 2) Does job placement have an effect and significance on the performance of employees of the Central Sulawesi Provincial Youth and

Sports Office? 3) Does work ability affect and significantly affect the performance of employees of the Central Sulawesi Provincial Youth and Sports Office? 4) Do work facilities, job placement and work capabilities simultaneously affect and significantly affect the performance of employees of the Central Sulawesi Provincial Youth and Sports Office?

## LITERATURE REVIEW

According to Moenir (2014), work facilities can be interpreted as everything in the form of physical materials that are used, used, and occupied by employees, which function as the main tool and helper in carrying out work, as well as social functions for the benefit of employee needs in daily activities. Moenir (2014) Indicators of work facilities are divided into three major groups, namely: 1) Work equipment facilities, 2) Work equipment facilities, 3) Social facilities.

Tekkay et al (2022) stated that employee placement is a process of filling positions for reassignment of employees to new tasks or positions or different positions. Most of these placement tasks are taken over by line management, in which case the boss is in direct contact with the employee in question. The Placement Indicators (Nugroho, 2012) in Tekkay et al (2022) are:

### Educational Background

Educational background is an important indicator, especially in the placement of workers so that the tasks given in the job are assigned. Academic achievements that need to be considered are not limited to the last level of education but include the level of education that they have experienced.

### Experience

Work experience can provide skills and work skills, Work experience that a person has is sometimes more valued than a towering level of education. Experienced employees can immediately complete their tasks and work

because they already have knowledge from their previous lives.

### Physical Health

Health is closely related to human resources when assigning employees, if this matter is not considered, there will be physical factors that must be taken into account. With care, it will be detrimental to the company. Job placement Certain tasks and activities need to be adjusted to the physical condition of each employee.

### Age

In the allocation of labor, it is necessary to pay attention to the age factor of the workforce that passes the selection. Because in age-appropriate work, it must be done to avoid loss of work productivity.

Campbell and Wiernik (2015) identified three main determinants of employee performance: declarative knowledge, procedural skills and knowledge, and motivation. Declarative knowledge refers to the understanding of facts and principles relevant to the work. Procedural skills and knowledge relate to the ability to perform specific tasks. Motivation includes the choice to perform the task, the level of effort expended, and perseverance in the face of obstacles.

## METHOD

Multiple regression analysis is to see the influence between independent variables on bound variables. This study uses a multiple regression analysis model. Where in the case of multiple regression there is one variable *Dependent* and more than one variable *independent*. In this study, the *Dependent* or tied is *Employee performance* and the variable *independent* or free is *Work facilities* (X1), *Job placement* (X2), and *Employability* (X3). The formula for this research will be obtained in the following formulation form:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

- Y : *Employee Performance*  
a : constant  
B1-B3 : Regression Coefficient  
X1 : *Work facilities*  
X2 : *Job placement*  
X3 : *Work Ability*  
e : standard *Error* (Disturbing error)

## RESULT

Multiple Linear Regression is one of the Parametric statistical tools with the function of analyzing and explaining the relationship between two or more research factors with different names, through observation on several observation results in various fields of activity. In connection with this study, the Multiple Linear Regression Parametric Statistics analysis

tool was used to determine the influence of independent variables (X1, X2 and X3,) on dependent variables (Y). In the context of this study, Multiple Linear Regression was used to measure the influence of work facilities (X1), job placement (X2) and work ability (X3), on employee performance (Y) on Central Sulawesi Provincial Youth and Sports Office. According to the results of the Multiple Linear Regression analysis using the help of the SPSS For Wind Release 23.0 computer, the results of the study were obtained from 68 respondents with the alleged influence of the three independent variables, the influence of work facilities (X1), work placement (X2) and work ability (X3), on employee performance (Y) on Central Sulawesi Provincial Youth and Sports Office The results of the calculation can be known as follows:

**Table 1.** Multiple Regression Calculation Results

Dependent Variable Y = Employee Performance				
Variable	Coefficient Regression	Standard Error	t	Sig
C = Constant	1,615	3,028	0,533	0,596
X1 = Work facilities	0,365	0,093	3,940	0,000
X2 = Job placement	0,188	0,064	2,933	0,005
X3 = Workability	0,350	0,088	4,001	0,000
R- = 0.905				
R-Square = 0.819 F-Stats = 96.525				
Adjusted R-Square = 0.811 Sig. F = 0.000				

Source: Regression Results

The regression model obtained from the table above is:

$$Y = 1.615 + 0.365X_1 + 0.188X_2 + 0.350X_3$$

The above equation shows that the independent variables analyzed in the form of variables (X1, X2, and X3) affect the dependent variable (Y) of the employee performance regression analysis model in Central Sulawesi Provincial Youth and Sports Office It can be

seen as follows: From the above equation it can be explained:

For a constant value of 1.615, it means that the performance of employees at the Central Sulawesi Provincial Youth and Sports Office before the existence of independent variables (work facilities, job placement and work ability) is 1.615.

The work facility (X1) with a regression coefficient of 0.365 means that there is a positive influence between the work facility and

employee performance. This means that the better the work facilities at the Central Sulawesi Provincial Youth and Sports Office, the better the performance of employees.

Job placement (X2) with a regression coefficient of 0.188 means that there is a positive influence between job placement and employee performance. This means that the better the job placement at the Central Sulawesi Provincial Youth and Sports Office, the better the performance.

Work ability (X3) with a regression coefficient of 0.350 means that there is a positive influence between work ability and employee performance. This means that the better the work skills at the Central Sulawesi Provincial Youth and Sports Office, the better the performance.

The simultaneous test is a test to find out whether the independent variable (X) studied has an influence on the dependent variable (Y) means all independent variables, namely work facilities (X1), job placement (X2) and work ability (X3) with dependent variables on employee performance at the Central Sulawesi Provincial Youth and Sports Office, namely based on table 1 of the calculation results obtained  $F_{cal} = 96.525$  at the real level  $\alpha = 0.05$  or  $\text{sig} < 0.05$ . From the table it shows that the significance value = 0.000. Thus, it can be stated that together (simultaneously) the free variables have a significant influence on the non-free variables. Thus, the first hypothesis that states that: "work facilities, job placement and work ability have a significant positive effect on employee performance at the Central Sulawesi Provincial Youth and Sports Office" based on the results of the F-Test turned out to be proven.

The partial test is intended to see the effect of each independent variable on its non-free variable, as follows:

#### **Work facilities (X1)**

For the work facility variable, the calculation results show that the regression

coefficient value is 0.365, while the significance level is 0.000. Thus the sig value  $< 0.05$  at the 95% confidence level. So it can be stated that the variety of work facilities has an effect and is significant on the performance of employees at the Youth and Sports Office of Central Sulawesi Province. With this in mind, the second hypothesis that states that "work facilities have a significant effect on employee performance at the Central Sulawesi Provincial Youth and Sports Office" based on the results of the t-test turned out to be proven.

#### **Job placement (X2)**

For the work placement variable, the calculation results showed that the regression coefficient value was 0.188, while the significance level was 0.005. Thus the sig value  $< 0.05$  at the 95% confidence level. So it can be stated that the variety of job placement has an effect and is significant on employee performance. With the third hypothesis which states that "job placement has a significant effect on employee performance at the Central Sulawesi Provincial Youth and Sports Office" based on the results of the t-test turned out to be proven.

#### **Workability (X3)**

For the workability variable, the calculation results showed that the regression coefficient value was 0.350, while the significance level was 0.000. Thus the sig value  $< 0.05$  at the 95% confidence level. So it can be stated that the variety of work abilities has an effect and is significant on the performance of employees at the Central Sulawesi Provincial Youth and Sports Office. With the fourth hypothesis which states "*Employability* has a significant effect on the performance of employees at the Central Sulawesi Provincial Youth and Sports Office" based on the results of the t-test turned out to be proven.

Meanwhile, the determination test (model reliability) showed the value of Adjusted R-Square = 0.811 or = 81.1%. This means that

81.1% of the dependent variables are influenced by the three independent variables, the rest of the dependent variables are influenced by other variables that are not studied (motivation, work culture, leadership, work environment, etc.). Furthermore, the value of  $R = 0.905$ , meaning that the relationship between dependent and independent variables is in the strong category.

## DISCUSSION

Based on the results of the hypothesis testing that has been carried out, then a discussion will be carried out on the results of the analysis on the influence of work facilities, job placement and work ability on employee performance at the Central Sulawesi Provincial Youth and Sports Office.

### The Influence of Work Facilities, Job Placement and Work Ability on Employee Performance

Work facilities, job placement, and work ability are the three main factors that affect the quality of employee performance in an organization. These three variables have a major contribution to how individuals complete their tasks effectively and efficiently. Work facilities include all facilities and infrastructure provided by the organization to support employee work activities, such as equipment, workspace, technology, and the physical condition of the work environment. An adequate work environment will create a sense of comfort, increase work morale, and ultimately have a positive impact on employee productivity (Handoko, 2011).

Andriani and Hidayat (2019) found that there is a significant positive influence between the quality of work facilities on employee performance. Organizations that are able to provide complete and functional work facilities will increase work efficiency and reduce employee stress levels. On the other hand, inadequate facilities can hinder the work process and reduce the quality of output. In addition to work facilities, job placement also plays an

important role in improving performance. Proper job placement means tailoring the job position to an individual's educational background, experience, interests, and potential. Employees who feel placed according to their skills will be more motivated and tend to show optimal performance. The results of Permana and Sari's (2020) research show that appropriate work placement significantly improves performance because it provides space for individuals to develop based on strengths.

The results of the analysis reinforce the argument that organizations need to pay attention to these three factors simultaneously. Adequate work facilities not only create comfort, but also support the technical work process. Proper job placement provides a sense of belonging and clarity of roles, while employability determines the extent to which employees can absorb and implement knowledge in their daily work activities. When all three support each other, the overall productivity of the organization can increase significantly.

In the context of human resource management, these results are very relevant to be used as a reference for strategic decision-making. Work capacity development through training, improvement of office facilities, and evaluation of employee placement systems is an important agenda for organizations that want to improve their human resource performance in a sustainable manner. Performance appraisals cannot only be focused on individuals, but must also consider systemic aspects that include organizational policies, work culture, and infrastructure support.

### The Influence of Work Facilities on Employee Performance

Work facilities are an important factor in supporting employee productivity, including in government agencies such as the Youth and Sports Office. Good facilities support the optimal implementation of tasks and functions. This service has a great responsibility in the

development of the younger generation and sports coaching, which demands the effectiveness of the performance of its employees. Therefore, the availability of adequate work facilities is not only important, but crucial to support the operation of the work program. In the context of public organizations, especially the Central Sulawesi Provincial Youth and Sports Office, work facilities can include proper workspaces, computer devices, internet networks, official vehicles, and sports facilities. When the facility is not available or in a damaged condition, the service process to the community is hampered. According to Sedarmayanti (2017), the availability of adequate work facilities can create work comfort, increase motivation, and reduce work stress that can interfere with performance.

Research by Rahmawati & Prabowo (2021) shows that within the Youth and Sports Office of Regency X, work facilities have a significant relationship with employee performance. The results of the study show that 68% of variations in employee performance can be explained by the quality of available work facilities, ranging from office stationery to sports fields. This finding is important evidence that investment in facilities greatly contributes to the output of the organization.

Inadequate work facilities will slow down the implementation of tasks, especially those that are field operations such as athlete coaching activities and youth training. Employees often have to incur personal expenses to cover for lack of facilities or work slower due to equipment limitations. This has a direct impact on work effectiveness and efficiency. Handoko (2018) stated that limited work facilities can be a source of employee dissatisfaction which leads to a decrease in work morale.

In an agency that has a focus on public services, the mobility aspect is important. Activities such as monitoring youth activities, training regional athletes, and coaching youth organizations often require adequate

transportation and logistics. Research by Yusuf & Amalia (2021) proves that the completeness of mobility facilities has a great effect on the achievement of field activity targets. A physically comfortable work environment is also part of the work facilities. Employees at the Central Sulawesi Provincial Youth and Sports Office, like other civil servants, need a clean, organized workspace with good lighting and ventilation in order to work optimally. A study by Sari et al. (2020) shows that the comfort of the workspace has a positive effect on employee focus, motivation, and work morale, thereby improving performance.

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

Job placement is one of the important aspects of human resource management, as proper placement will drive productivity and the achievement of organizational goals efficiently. Within the Central Sulawesi Provincial Youth and Sports Office, the success of the implementation of youth and sports programs is highly dependent on how employees are placed according to their respective skills and potential. Inappropriate job placement will have an impact on low motivation and decreased employee performance. Effective job placement includes a match between the individual's abilities, educational background, and work experience with the position held. According to Hasibuan (2017), appropriate placement will create work comfort, accelerate employee adaptation to their duties, and increase productivity. In the context of the Youth and Sports Office, employees who have a background in sports education or youth will be more effective if placed in the relevant technical unit.

Research by Saputra and Hidayat (2020) shows that there is a strong positive correlation between appropriate job placement and employee performance. This study examined provincial government agencies and concluded that inappropriate job placement contributes to increased job errors, low job satisfaction, and

weakened employee involvement in official tasks. This is also observed in the Central Sulawesi Youth and Sports Office, especially when mutations or rotations are carried out without considering the core competencies of employees.

In many cases, inappropriate job placement occurs due to a lack of employee competency data that is integrated into the personnel information system. Employees who have great potential in the field of youth development, for example, are instead placed in the general administration section. This is certainly an obstacle in achieving the agency's key performance indicators (KPIs). As conveyed by Sutrisno (2016), a mismatch between work and employees will result in underperformance. Good job placement also affects employee loyalty. When employees feel placed in positions that are in accordance with their skills and interests, they will grow a sense of belonging to the work and the organization. A study by Oktaviani & Lestari (2022) found that strategic job placement increases employee engagement, which ultimately has an impact on improving organizational performance.

In the context of public services, such as in the Youth and Sports Office, employees are required to be responsive and professional in carrying out their duties. Appropriate work placement can create a harmonious and results-oriented work system. This is in line with the person-job fit theory put forward by Kristof-Brown (2005), which states that the match between the individual and his or her job is the main predictor of organizational performance and commitment. From an organizational aspect, the right job placement also simplifies the process of monitoring and evaluating performance. Employers can set realistic work targets and measure their achievements objectively if employees are in the right position. The Central Sulawesi Youth and Sports Office needs a placement system that is integrated with a competency-based monitoring

system to support the effectiveness of performance reporting.

### **The Influence of Work Ability on Employee Performance**

Employability is one of the key elements in determining the success of the implementation of employee duties and responsibilities within the organization, including the Central Sulawesi Provincial Youth and Sports Office. Work ability includes aspects of knowledge, skills, and work attitudes that allow an employee to complete his or her duties effectively and efficiently (Mangkunegara, 2017). In the context of government organizations, high employability will greatly affect individual performance and contribution to the achievement of agency goals.

Employees who have high work skills tend to be faster in completing tasks, have creativity in problem solving, and are able to adapt to changes in the work environment. In the Youth and Sports Office, which has a dynamic and cross-sectoral program (sports, education, youth), employability is a strategic factor. For example, employees who are able to design athlete training programs based on achievement data show a high level of competence and have a direct impact on the performance of the sports field. Employability also reflects employees' readiness to face work challenges, especially in the era of bureaucratic digitalization. A study by Notoatmodjo (2020) shows that employee competence and ability have a positive relationship with employee performance in the public sector. When employees master information technology and are able to apply it in reporting, program administration, and cross-agency communication, work efficiency increases significantly.

Research by Ma'arif and Susilo (2021) states that employability makes a significant contribution to the productivity of local government employees. The results of the study show that technical, conceptual, and



interpersonal abilities have a real influence on the achievement of employee performance targets. In the context of the Youth and Sports Office, these three abilities are needed in program planning, cross-agency coordination, and the implementation of activities in the field. In addition to technical skills, communication skills are also important in a bureaucratic work environment. Employees who are able to establish effective communication with stakeholders such as youth organizations, sports communities, and mass media will strengthen the image of the institution and facilitate program implementation. Good communication also avoids miscommunication between fields, which is often the cause of program failure.

## CONCLUSION

Based on the results of research and discussions conducted at the Youth and Sports Office of Central Sulawesi Province, it can be concluded as follows:

Adequate work facilities significantly improve employee performance. This means that the more complete and comfortable the facilities provided by the organization, the higher the productivity and effectiveness of employees' work.

The right placement of employees according to their competencies, interests, and educational backgrounds has a positive effect on performance. Inappropriate placement can actually reduce motivation and performance achievement.

Individual abilities, both in terms of knowledge, skills, and work attitudes, play an important role in determining the quality of performance. Employees who have high abilities tend to show optimal work performance.

The three independent variables of work facilities, job placement, and work ability together make a significant contribution to improving employee performance. Thus, these three are important factors that cannot be

ignored by organizations in an effort to improve human resource performance.

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