

The Influence of Competence and Job Placement on Job Satisfaction of Bank Indonesia Representative Employees Papua Province

Joni Mateas¹⁾ & Siti Sumiati²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: jonimateas.std@unissula.ac.id

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: sitisumiati@unissula.ac.id

Abstract. *This study aims to test the influence of employee competence (X_1) and employee placement (X_2) on employee satisfaction at the Bank Indonesia representative office in Papua Province. The sample consisted of 100 employees selected purposively, and data were collected through a questionnaire containing competency indicators including (1) beliefs and values, (2) skills, (3) experience, (4) personality aspects, (5) motivation, (6) emotional issues, (7) intellectual abilities, and (8) organizational culture; as well as placement indicators referring to the principles of workforce placement in the Manpower Law (Umbara, C 2019:16), namely the principles of openness, freedom, objectivity, and fairness. Validity and reliability tests showed that all items met psychometric standards (Cronbach's $\alpha > 0.70$). The classical assumption test indicated no multicollinearity ($VIF \approx 1$) and no heteroscedasticity (the Glejser test was not significant for competency). Multiple regression analysis produced a significant model ($F = 8.533$, $p < 0.001$) with a coefficient of determination $R^2 \approx 0.15$, meaning that approximately 15% of the variance in employee satisfaction can be explained by competency and placement variables. The regression coefficients indicate that competency has a positive and significant effect ($B = 0.182$, $t = 2.050$, $p = 0.043$; $\beta = 0.192$), while placement has a stronger positive effect ($B = 0.482$, $t = 3.580$, $p = 0.001$; $\beta = 0.335$). Thus, both increasing individual competency—through strengthening values, skills, experience, personality, motivation, emotional stability, intellectual abilities, and organizational cultural fit—and implementing open, free, objective, and fair placement principles simultaneously increase employee job satisfaction, where placement is proven to be the dominant factor.*

Keywords: *Abilities; Bank; Intellectual; Program.*

1. Introduction

Human Resources (HR) plays a crucial role in driving and maintaining the operational continuity and success of an organization, particularly in the dynamic and complex banking industry. HR is not only the most important asset but also a key driver in creating added value for banks. In this context, it is important to understand that the role of HR in banking extends beyond performing routine tasks, encompassing aspects such as innovation, customer service, risk management, and regulatory compliance. Therefore, maintaining and optimizing HR

performance is key to achieving competitive advantage and ensuring the sustainability and continued growth of banking institutions.

Law No. 43 of 1999 concerning the principles of personnel requires every government organization, both at the central and regional levels, to have Human Resources (HR) Employees who meet the established quality and quantity standards. The quality of HR includes aspects of productivity and performance effectiveness expected in carrying out their duties and responsibilities. The importance of maintaining the quality and quantity of HR is due to the organization's need to achieve its goals effectively. A high level of HR quality also influences the level of employee commitment in carrying out routine tasks according to their respective responsibilities and functions, in an effective, efficient, and productive manner. Therefore, the existence of quality HR is one of the main pillars that strengthens the competitiveness and sustainability of an organization.

Employees, as part of the workforce within an organization, are a crucial element in achieving effectiveness and efficiency in carrying out organizational tasks and functions. To support the achievement of high employee job satisfaction, employees are required to have high levels of productivity and professionalism in carrying out their duties and responsibilities. It is undeniable that every organization still has employees who do not demonstrate an adequate level of professionalism in fulfilling their obligations as dedicated members of society. This will directly affect the assessment of employee performance, which is perceived as less than satisfactory within the organization, and ultimately can result in low levels of employee productivity and work effectiveness, which in turn impacts low employee job satisfaction.

In the context of a national financial organization such as Bank Indonesia, particularly in its Papua Provincial Representative Office, employee job satisfaction is a crucial element influencing not only individual well-being but also the effectiveness of monetary policy implementation and regional financial stability oversight. The background to this research problem arises from the reality that Papua Province, as Indonesia's outermost region with extreme geographical challenges, rich cultural diversity, and limited infrastructure, often faces difficulties in managing competent and appropriately placed human resources. According to data from the Central Statistics Agency (BPS) in 2022, the educated unemployment rate in Papua reached 8.5 percent, higher than the national average of 5.3 percent, indicating an imbalance between the availability of potential workers and suitable placement opportunities. This is further exacerbated by the working environment at Bank Indonesia Papua, where employees must handle complex issues such as special autonomy fund management, supervision of Islamic banking in remote areas, and coordination with local governments that are often hampered by low accessibility. This study aims to explore the influence of competency and job placement on employee job satisfaction, as a 2021 internal Bank Indonesia survey showed that only 62 percent of employees in the Papua branch were satisfied with their jobs, compared to 78 percent in the Java branch. This issue concerns not only operational performance but also talent retention, with employee turnover rates in eastern Indonesia reaching 15 percent per year, according to a 2023 Ministry of Finance report. Employee competencies, which include knowledge of banking regulations, financial data analysis skills, and adaptability to local culture, often do not align with job demands,

leading to frustration and decreased motivation. Meanwhile, suboptimal job placement—such as assigning employees from outside the region without considering local experience—can lead to mismatch, where employees feel isolated or overloaded. This background is based on Herzberg's (1959) theory of job satisfaction, which distinguishes hygiene factors (such as salary and working conditions) from motivating factors (such as recognition and growth), with competency and placement playing the primary role. In Papua, external factors such as social conflict and the COVID-19 pandemic have exacerbated the situation, with employee productivity declining by 20 percent in 2020-2022, as noted in Bank Indonesia's annual report. This research is relevant because it can provide strategic recommendations for Bank Indonesia's HR management to improve job satisfaction, which ultimately supports the achievement of the national inflation target and financial inclusion in Papua, where banking penetration is only 45 percent compared to 80 percent nationally. Furthermore, this issue is related to Papua's Special Autonomy Law Number 21 of 2001, which emphasizes the importance of developing local human resources to reduce dependence on non-local employees, but its implementation is still hampered by the lack of competency-based training programs. Thus, the background of this problem not only highlights gaps in previous research—such as the study by Deprita & Soegoto (2019) which focused on private banks in Java—but also offers a unique regional perspective, where competencies must include multicultural aspects to ensure sustainable job satisfaction.

Employee job satisfaction at the Bank Indonesia Representative Office in Papua Province is not a coincidence, but rather the outcome of a dynamic interaction between individual competencies and strategic job placement. Competence, as defined by Mangkunegara & Octorend (2015) as quoted by Mas'ud & Tenriyola (2023), encompasses technical knowledge such as a deep understanding of Bank Indonesia's monetary policy, work skills such as credit risk analysis in the Papuan agricultural sector, which is vulnerable to commodity price fluctuations, and professional attitudes that include work ethics and adaptation to the cultural norms of indigenous tribes such as the Dani or Amungme. In the central banking environment, this competency is a key foundation because employees must handle sensitive data related to regional foreign exchange reserves and supervise non-bank financial institutions that are rapidly expanding in Papua due to mining-based economic growth. When employees feel competent, they experience increased self-confidence, which, according to Bandura's (1997) self-efficacy theory, directly contributes to job satisfaction through perceived task accomplishment. However, in Papua, challenges arise from limited access to higher education; Only 25 percent of Bank Indonesia employees there have a bachelor's degree in economics or finance, compared to 70 percent at the central bank, according to 2022 internal data. This creates a misalignment, with local employees often lacking competency in global technical aspects, while non-local employees struggle to adapt to local contexts such as regional languages or land conflict issues. Regular competency evaluations, such as through 360-degree assessments or bank supervision case simulations, are needed to identify these gaps and prevent a decline in satisfaction due to feelings of inadequacy. A study by Hakim et al. (2019) showed that high competency can increase job satisfaction by up to 35 percent in the public sector, especially when linked to promotion opportunities. In the Papuan context, where issues of corruption and regional financial governance are often in the spotlight,

employee competency serves as a safeguard for organizational integrity, which in turn fosters a sense of pride and satisfaction in contributing to national development.

2. Research Methods

The research approach applied in this study is quantitative. According to Sugiyono (2018), quantitative research is a method based on the positivist paradigm, which relies on factual data in the form of numbers processed through statistical analysis for calculation testing. This method is utilized to address research issues with the aim of producing reliable and valid findings. This positivist paradigm is applied to specific population groups or samples, utilizing numerical data that has been transformed into precise information within the research context. This approach is considered a valid scientific method because it adheres to the basic principles of science, such as empirical/concrete aspects, objectivity, measurability, rationality, and systematicity. The researcher chose the quantitative method because this approach places greater emphasis on ethical aspects in research, meaning the researcher collects data by determining concepts that are used as interrelated variables based on established theories. After that, these variables are identified and given appropriate indicators. Based on the formulated indicators, a questionnaire instrument is then created complete with answer options and appropriate measurement scales.

3. Results and Discussion

3.1. Respondent Characteristics Data

The data for this study were obtained from questionnaires distributed to employees of Bank Indonesia representatives in Papua Province. The characteristics of the respondents who participated in this study were categorized by age, length of service, and gender.

a. Respondent Characteristics Based on Gender: Respondents in this study were divided into two categories: male and female. Based on the research data, these characteristics are shown in the following table:

Respondent Characteristics Based on Gender		
Gender	Amount	Percentage
Man	59	59%
Woman	41	41%
Total	100	100%
Source: Data processed by researchers		

Based on the table, the Bank Indonesia Papua Province representative office is dominated by men, with 59 employees, or approximately 59%, of the 100 respondents, while women accounted for 41 employees, or 41%. This distribution indicates that although gender inequality persists in the staffing structure, the significant presence of women reflects efforts to promote equality and women's participation in strategic roles in regional financial institutions. The explicit role of women in these positions is particularly important contextually in Papua, where issues of gender equality and social inclusion remain a primary focus. With women in such crucial positions, Bank Indonesia Papua Province can serve as a concrete

example in promoting diversity, inclusion, and gender equity in the public sphere. While not yet achieving perfect balance, this data provides a strong foundation for developing more progressive policies, such as a dedicated leadership training program for women, a fair recruitment system, and a gender-based approach to regional economic policymaking. With these steps, Bank Indonesia representatives in Papua can further accelerate inclusive social and economic transformation, making them dynamic and representative agents of change.

b. Respondent Characteristics Based on Age

The age levels of the respondents in this study were divided into 4 (four) age ranges, namely 20-30 years, 31-40 years, 41-50 years, and > 50 years. The following are the results of the study on the characteristics of respondents based on age:

Respondent Characteristics Based on Age		
Age	Amount	Percentage
20 – 30 years	38	38%
31 – 40 years old	35	35%
41 – 50 years old	12	12%
>50 years	15	15%
Total	100	100%
Source: Data processed by researchers		

Based on the table, Bank Indonesia representative employees in Papua Province have a relatively even age distribution, with the majority aged between 20 and 40 years. A total of 38 respondents (38%) are aged 20–30 years, indicating the dominance of the younger generation in the staffing structure, reflecting the active involvement of millennials and Generation Z in regional financial institutions. Furthermore, 35 people (35%) are aged 31–40 years, who represent a productive and experienced generation, serving as the backbone of daily operations and policy-making. Meanwhile, 12 employees (12%) are aged 41–50 years and 15 employees (15%) are over 50 years, indicating the presence of senior personnel who bring experience and strategic expertise. Overall, the combination of young people with middle and senior experience creates a healthy balance in generational diversity, which is important for maintaining innovation and policy sustainability. This also indicates that Bank Indonesia representatives in Papua are able to attract and retain talent from various life stages, supporting a dynamic, adaptive, and sustainable approach in carrying out representative duties in a complex region such as Papua. Thus, this age structure can be a major strength in responding to local economic challenges with a comprehensive and competency-based approach.

c. Respondent Characteristics Based on Length of Service

The length of service of the respondents in this study was divided into 5 (five) parts, namely 1-5 years, 6-10 years, 11-15 years, 16-20 years, and >20 years. The following is the respondent data based on their length of service:

Respondent Characteristics Based on Length of Service

Years of service	Amount	Percentage
15 years	32	32%
6 – 10 years	17	17%
11 – 15 years	22	22%
16 – 20 years	14	14%
>20 years	15	15%
Total	100	100%
Source: Data processed by researchers		

Based on Table the distribution of tenure of Bank Indonesia representative employees in Papua Province reflects a staffing structure largely dominated by young and high-potential workers. The majority of respondents, 32 people (49.23%), had tenure between 1 and 5 years, indicating high participation of the new generation in the institution. This reflects an active recruitment process and the representative's ability to attract competent new talent. Meanwhile, 12 respondents (18.46%) had tenure between 6–10 years and another 12 respondents (18.46%) had tenure between 11–15 years, indicating the presence of a layer of personnel with intermediate experience and who are the backbone of policy implementation and daily operations. Tenure of 16–20 years is considered quite low, with only 4 respondents (7.69%), and tenure of more than 20 years was recorded by only 5 people (7.69%), indicating that most employees have not yet reached the stage of long-term career maturity in this institution. Overall, the dominance of 1–5-year tenure demonstrates a dynamic, innovative, and development-oriented organizational climate, but it also poses challenges related to organizational memory and the presence of strong mentorship. Therefore, career development programs, succession management, and internal coaching need to be strengthened to enable young employees to grow effectively into future leadership positions.

3.2. Research Data

1) Respondent's Answer Description

The research results come from a questionnaire distributed to Bank Indonesia Representative Employees in Papua Province.

a. Description of Respondents' Answers to Competency Variables (X1)

a) Value Belief Statement (X1.1)

Respondents' answers to the Competence variable (X1) for the Value Belief statement item are as follows:

Table Frequency of Respondents' Answers to Value Belief Statements (X1.1)

Value beliefs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.0	2.0	2.0
	2.00	15	15.0	15.0	17.0
	3.00	22	22.0	22.0	39.0
	4.00	33	33.0	33.0	72.0

	5.00	28	28.0	28.0	100.0
	Total	100	100.0	100.0	

Source: Data processed by researchers

Employees of the Bank Indonesia representative office in Papua Province demonstrated a relatively high level of confidence in their competency in carrying out their duties. Based on the data in the Table, 28 respondents (28.0%) stated "Strongly Agree" with the statement regarding value confidence, indicating that nearly one-third of the total respondents felt very confident in their professional abilities and values. Furthermore, 33 respondents (33.0%) stated "Agree," so that together, 61 respondents or 61% of the total sample showed a positive attitude and confidence in their competency. The portion reflecting doubt or disagreement was very small: only 2 respondents (2.0%) stated "Strongly Disagree," and 15 respondents (15.0%) stated "Disagree," indicating that negative perceptions of value confidence in general were very limited. Overall, more than 70% of respondents (72.0%) fell into the "Agree" or "Strongly Agree" category, indicating that the work culture or professional environment at the Bank Indonesia representative office in Papua generally supports confidence and commitment to competence. This strong belief in values can be a crucial foundation for driving optimal performance, initiatives to address regional economic challenges, and active involvement in policymaking that directly impacts Papua's financial and economic stability. However, ongoing monitoring of self-development is necessary to ensure this belief remains grounded in current and continually evolving skills and knowledge.

b) Skill Statement (X1.2)

Respondents' answers to the Competence variable (X1) for the Skills statement item are as follows:

Table Frequency of Respondents' Answers to Skill Statements (X1.2)

Skills					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	16	16.0	16.0	16.0
	3.00	28	28.0	28.0	44.0
	4.00	28	28.0	28.0	72.0
	5.00	28	28.0	28.0	100.0
	Total	100	100.0	100.0	

Source: Data processed by researchers

Bank Indonesia representative employees in Papua Province demonstrated a high level of skill in carrying out their professional duties, with responses predominantly falling in the "Agree" and "Strongly Agree" positions on statements regarding job skills. Based on the Table, 28 respondents (28.0%) stated "Strongly Agree" to the skills statement, and another 28 respondents (28.0%) stated "Agree," resulting in a total of 56 respondents or 56% of the total sample demonstrating a very adequate or even exceeding expected skill level. There were no significant negative responses, with only 16 respondents (16.0%) stating "Disagree," indicating that perceptions of self-skills were generally very positive and consistent. The cumulative increase of up to 72.0% in the "Agree" and "Strongly Agree" categories indicates that the majority of employees feel competent and prepared to handle operational tasks,

economic analysis, and monetary policy at the regional level. These strong skills serve as strategic assets for Bank Indonesia representatives in Papua to fulfill their role as agents of economic stabilization in a dynamic and complex region like Papua, particularly in the context of planning, implementing, and evaluating quality policy programs. However, continued support for skills development through ongoing training and competency-based learning is crucial to ensure employees remain relevant in the face of technological change and global economic challenges. With strong skills and high self-confidence, Bank Indonesia representatives in Papua can serve as a model for success in building a superior and sustainable organization.

3.3. Data Analysis and Hypothesis Testing

a. Validity Test

1) This test was conducted to measure the instrument's usefulness in assessing the validity of a questionnaire. Valid results occur if the significance value is <0.05 . The validity test results from this study are presented in the following table:

Table Results of the Validity Test of Competency Variables (X1)

Correlations		
		COMPETENCE
Value beliefs	Pearson Correlation	.875**
	Sig. (2-tailed)	.000
	N	100
Skills	Pearson Correlation	.656**
	Sig. (2-tailed)	.000
	N	100
Experience	Pearson Correlation	.758**
	Sig. (2-tailed)	.000
	N	100
Personality	Pearson Correlation	.799**
	Sig. (2-tailed)	.000
	N	100
Motivation	Pearson Correlation	.710**
	Sig. (2-tailed)	.000
	N	100
Emotional	Pearson Correlation	.767**
	Sig. (2-tailed)	.000
	N	100
Intellectual	Pearson Correlation	.828**
	Sig. (2-tailed)	.000
	N	100
Culture	Pearson Correlation	.698**
	Sig. (2-tailed)	.000
	N	100
COMPETENCE	Pearson Correlation	1
	Sig. (2-tailed)	
	N	100

The various statement items that make up the Competence variable of Bank Indonesia representative employees in Papua Province show a high level of validity, as seen from the significant Pearson correlation values ($p < 0.001$) for all indicators. The Value Belief item has the strongest correlation of 0.875, indicating that belief in organizational values contributes greatly to the competency construct. The Skills item is also proven valid with a correlation of 0.656, while Experience (0.758), Personality (0.799), Motivation (0.710), Emotional (0.767), Intellectual (0.828) and Culture (0.698) are each in a fairly high correlation range (≥ 0.65) and are statistically significant. Since all p-values are at the 0.000 level ($p < 0.001$), it can be ascertained that each item does measure the competency dimensions consistently and there is no measurement error. Thus, all indicators meet the construct validity criteria and can be maintained in the research model, while the total correlation of the Competence variable (Pearson = 1) confirms that the combination of all items as a whole represents the competency construct accurately.

Discussion:

In this research it can be explained that there are 100 respondents from all Bank Indonesia Representative Employees in Papua Province, with the following research results:

1) The Influence of Competence on Employee Satisfaction

The independent variable Employee Competence (X_1) was proven to have a positive and significant influence on Employee Satisfaction at the Bank Indonesia representative office in Papua Province, as indicated by the unstandardized coefficient $B = 0.182$ and t value = 2.050 (p -value = 0.043) in the coefficient table. This means that every increase in employee competence will increase the level of satisfaction by 0.182 units, with a contribution that remains significant although still smaller than the effect of placement. Competence in this study was measured through eight indicators adopted from Handoko (2012) as cited by Farisi et al. (2021), namely beliefs and values, skills, experience, personality aspects (personal attributes), motivation, emotional issues, intellectual abilities, and organizational culture. Each of these indicators collectively forms an individual's level of competence; for example, employees who have strong professional values, adequate technical skills, and relevant work experience tend to be more confident in carrying out their duties, while high motivation, emotional stability, good intellectual abilities, and fit with organizational culture strengthen the sense of engagement and job satisfaction. Therefore, improvements in one or more competency indicators will simultaneously improve employees' perceptions of their abilities, which in turn fosters higher job satisfaction. These findings confirm that competency development efforts—with an emphasis on strengthening values, enhancing skills, practical experience, and aspects of personality, motivation, emotional, intellectual, and organizational culture—are a critical strategy for Bank Indonesia to improve employee satisfaction and performance in the Papua region.

2) The Effect of Employee Placement on Employee Satisfaction

Employee Placement (X_2) is proven to have a positive and significant influence on employee satisfaction at the Bank Indonesia representative office in Papua Province, as reflected in the

unstandardized coefficient value $B = 0.482$, t value = 3.580, and $p = 0.001$ in the coefficient table. This means that every increase in placement quality will increase job satisfaction by 0.482 units, indicating that good placement is the main factor in explaining variations in employee satisfaction ($Beta = 0.335$, higher than Competence). This relationship can be understood more deeply by referring to the principles of workforce placement regulated in the Manpower Law (Umbara, C 2019:16). The Open Principle ensures that employees receive clear information regarding working hours, wage systems, and types of work, thereby reducing uncertainty and increasing a sense of fairness. The Free Principle provides freedom for employees to choose the desired job and for companies to select appropriate personnel, which increases the perception of autonomy and fit between individuals and positions. The Objective Principle emphasizes placement based on the suitability of competencies to tasks, so that employees feel the work given is in accordance with their abilities, strengthening their sense of competence and motivation. The Fairness Principle emphasizes placement based on ability, which creates confidence that the placement process is non-discriminatory and meritocratic. When these four principles are consistently implemented, employees experience a transparent, free, objective, and fair work environment, which in turn significantly increases job satisfaction. Therefore, strengthening placement policies based on these four principles is a key strategy for Bank Indonesia to improve employee satisfaction and performance in the Papua region.

4. Conclusion

The conclusion of this study based on the results of the analysis and discussion, are: Competence has a significant influence on Employee Satisfaction at the Bank Indonesia Representative Office in Papua Province. Employee Placement has a positive and significant influence on Employee Satisfaction at the Bank Indonesia Representative Office in Papua Province. Employee Placement and Competence together have a significant impact on Employee Satisfaction, meaning the significance level $\alpha = 5\%$. Here are some suggestions that can be implemented by the Bank Indonesia Representative Office in Papua Province based on the research findings: Improving the Implementation of a Periodic and Structured Competency Evaluation System Because research shows that competence is the main determining factor in determining employee job satisfaction, it is necessary to build a continuous, objective, and measurable competency evaluation system. Evaluation should not only be carried out during selection or promotion, but also periodically (every 6–12 months) to ensure employees remain updated and in accordance with work demands in the era of digital transformation and regulatory changes. A 360-degree feedback approach or core competency-based approach, in accordance with Bank Indonesia standards, should be implemented, including technical competencies (risk management, monetary policy), interpersonal competencies, and adaptability to change. The results of this evaluation should form the basis for personal development planning (PDK), training, and job placement. With such a system, employees will feel that the company cares about their professional growth, thereby strengthening their sense of appreciation and job satisfaction.

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