



Analysis of Employee Performance Based on Competence and Work Climate in Lubuklinggau Barat I District at Indonesia

Jefirstson Richset Riwukore (Corresponding Author)

University of Indo Global Mandiri Sumatera Selatan, Indonesia

Email: jefritson@uigm.ac.id

Yohanes Susanto

Bina Insan University of Lubuklinggau Sumatera selatan, Indonesia

Walyusman

Bina Insan University of Lubuklinggau Sumatera selatan, Indonesia

Astri Riance

Bina Insan University of Lubuklinggau Sumatera selatan, Indonesia

R. A. Zubaidah

Sekolah Tinggi Ilmu Ekonomi Trisna Negara Sumatera Selatan, Indonesia

Fellyanus Habaora

Bogor Agricultural University Jawa Barat, Indonesia

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Abstract

This study aims to see the magnitude of commitment and employee work discipline effect on the employees' performance at Lubuklinggau Barat I District, in Lubuklinggau Indonesia. This study uses quantitative associative methods, which aim to explain the relationship between the independent variables with the dependent variable. This research was conducted by distributing questionnaires to employees at Lubuklinggau Barat I District, with a total sample of 93 respondents. Sampling technique was conducted by saturated sample technique. Data were analyzed by using multiple linear regression analysis methods and hypothesis testing. Statistical testing using the SPSS 24.0 application. The results of this study indicate that partially Employee Placement has a positive effect on employee performance, and Work Climate also has a positive effect on employee performance. Simultaneously, Employee Placement and Work Climate have a positive effect on employee performance at Lubuklinggau Barat I District, in Lubuklinggau. With an influence of 65.7% and the remaining 34.3% is influenced by other factors which is not examined. Researchers limit the focus of the problem on employee placement and work climate on employee performance. Performance is also influenced by other variables such as: leadership, work environment, placement, etc. which are still open for in-depth study in subsequent studies. This study comes from the actual problems faced by employees at Lubuklinggau Barat I District, in Lubuklinggau, due to the low quality and quantity of existing employee performance. This study is not merely looking for a relationship between the independent and dependent variables and the magnitude of their effect on performance, but it further links the research results and managerial impacts that arise after the research results are obtained.

Keywords: Employee placement; Work climate; Employee performance.

1. Introduction

The success of national development programs is determined by several factors such as: natural resources, human resources, capital resources, science and technology, infrastructure and politics (Todaro and Smith, 2013). The Republic of Indonesia has a wealth of natural resources and abundant human resources as capital in the development process.

Civil Servants (PNS) as part of human resources according to Law no. 43 of 1999 Article (1) is part of efforts to improve efficiency, effectiveness, and level of professionalism in the process of carrying out staffing functions, functions and obligations, including planning, procurement, quality development, placement, promotion, payroll, welfare, and dismissal. Therefore, it is important for government agencies to ensure that employees owned are superior individuals who have good quality and are able to assist the organization in realizing its vision.

Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2017; Matte, 2017; Riwukore and Habaora, 2019). Performance is an important indicator in a company progress, because performance is a benchmark for assessing employees during work. A good performance will bring the company toward the company's goals or company goals, while poor performance hinders the achievement of the company's goals. Performance is influenced by various factors including work discipline, organizational commitment, and work environment.

The declining civil servants performance can be seen from several indicators. Among these indicators, civil servants in carrying out their duties mostly delay their work. This attitude will results the lateness in completing the tasks, so that the output of the work seems to be completed at the deadline. Errors in acting or serving (incorrect action or failure to take any action) based on a lack of understanding and work ethic of employees. Abandonment of applicable procedures or laws (failure to follow procedures or the law), rooted in collegial and premordial culture. The process of recording or inadequate documentation (inadequate record keeping) that comes from the lack of employee understanding in the importance of the recording process function (keeping the record) in the overall performance control process. The indicator above is a key factor (key factor) from the decline on employees performance.

2. Literature Review

2.1. Performance

Performance is management about creating relationships and ensuring effective communication. Performance focuses on what is needed by organizations, managers and workers to achieve the goals. Performance is about how the implementation of tasks and responsibilities are managed to obtain success (Habaora, 2015a; Wibowo, 2017). Ferdinandus (2020) states that performance (achievement) is a result of work achieved by an individual in carrying out his duties which are assigned to him based on skills, experience, and sincerity. According to Wibowo (2017), performance is a series of employee behavior values that contribute, both positively and negatively to the completion of organizational goals. Performance can also be understood as a process that is referred to and measured over a certain period based on predetermined terms or agreements (Looy and Shafagatova, 2016). Irham (2014) states that work results that have a strong relationship with organizational strategic objectives, community satisfaction and economic contribution can be interpreted as performance. Kasmir (2016) stated the same thing, that performance is the result of work and behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Performance itself can also be understood as the result of a process that directs and is measured over a certain period of time in accordance with predetermined terms and agreements. Thus, performance in human resources can be defined as work performance or output, both the quality and quantity produced by individuals within a certain time in carrying out their work in accordance with the responsibilities obtained. In an organization, it cannot be denied that the quality factor of performance management has an effect as a driven force which is able to accelerate in that direction. Good quality performance cannot be obtained by just turning the palm of the hand but it must be done with hard work and high discipline, both in the short and long term.

2.2. Employee Placement and Work Climate

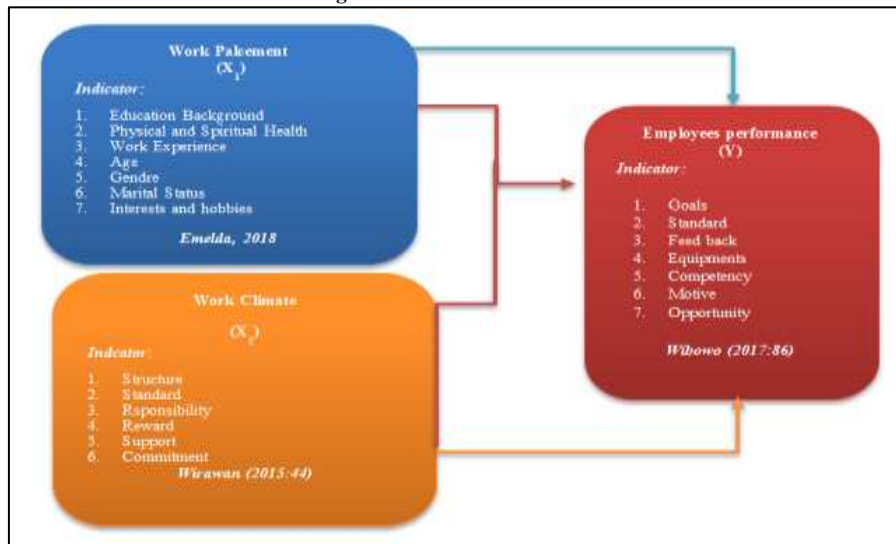
According to Siswanto (2013) the definition of employee placement is the process of assigning tasks and jobs to workers who pass the selection to be carried out according to a predetermined scope, and be able to account for all risks and possibilities that occur in the duties and jobs, authority and responsibility.

Placement is the process of assigning tasks and jobs to workers who have passed the selection to be carried out according to a predetermined scope, and are able to account for all risks and possibilities that occur with their duties and jobs, their powers and responsibilities (Emelda, 2018). Placement as a follow-up to the selection, namely placing an accepted employee candidate in the position or job he/she needs and at the same time delegating authority to that person (Pasrah and Heriyanto, 2013). Employee placement is the process of distributing tasks and jobs to workers who pass the selection to be carried out in accordance with a predetermined scope, and are able to account for all risks and possibilities that occur with their duties and work, their powers and responsibilities (Sarinah and Thabah, 2016).

Organizational climate or work climate is the internal environment or organizational psychology. Organizational climate influences human resource practices and policies accepted by organizational members (Moslehpour *et al.*, 2019). Organizational climate is the quality of the internal environment that is relatively ongoing, experienced by members of the organization, influencing the behavior of each member (Glisson, 2015).

Wirawan (2015) and Habaora (2015b) states that organizational climate is a quality of the internal environment that is relatively ongoing, experienced by members of the organization, influencing the behavior of each member.

Figure-1. Theoretical Framework



2.3. Hypothesis

Employee placement and work climate simultaneously have a significant effect on employee performance, Employee placement has a significant effect on employee performance, Work climate has a significant effect on employee performance at Lubuklinggau Barat I Sub-district .

3. Research Methods

The research design used in this research is a quantitative associative design that aims to describe the relationship between variables to be tested. In addition, causal associative design is used to explain and describe certain phenomena in a variable, symptom or condition, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable

3.1. Data Collecting Method

Independent variable : Employee Placement and Work Climate
 Dependent variable : Employee performance

3.2. Instrument and Analysis Technique

3.2.1. Descriptive Statistics

Descriptive statistical analysis is used to describe or provide a respondent's demographics (gender, education, position / position, length of work) description. Descriptive statistics are used to analyze data by describing or describing data that has been collected as it is without intending to make a valid conclusion ([Sugiyono, 2017](#)).

3.2.2. Classical Assumption Test

Before conducting linear regression analysis, the data are tested first before being feasible or not, namely by using the classic assumption test. The classic assumption test used is the normality test, multicollinearity test, heteroscedasticity test and autocorrelation test.

3.2.2.1. Normality Test

According to [Ghozali \(2013\)](#) the normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. Normality tests are needed to perform tests on other variables by assuming that the residual value follows the normal distribution. If this assumption is violated then Statistical tests become invalid and parametric statistics cannot be used.

3.2.2.2. Multicollinearity Test

According [Ghozali \(2013\)](#) multicollinearity test aims to test whether the regression model is found a correlation between independent variables (independent). A good regression model should not occur correlation between independent variables.

3.2.2.3. Heteroscedasticity Test

According to [Ghozali \(2013\)](#) heterokedacity test is used to see whether there is an unequal variance from the residuals of one observation to another. Regression models that meet the requirements are where there is a similarity in variance from one observational residual to another constant observation or called homokedacity.

3.2.2.4. Autocorrelation Test

According to Ghozali (2013) autocorrelation test aims to test whether in the linear regression model there is a correlation between user error in period t with period error t-1 (before). If there is a correlation then it is called an autocorrelation problem. A good regression model is the one free of autocorrelation.

3.3. Multiple Linear Regression Analysis

Multiple regression analysis is an analysis tool which used to predict how the state (Increase and decrease) of the dependent variable (criterium), if two or more independent variables as predictor factors are manipulated (increased and decreased the scores) (Sugiyono, 2017). The form of the multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Note

Y = Employee Performance

X1 = Commitment

X2 = Work Dicipline

a = Constanta Number

b_{1,2} = Regressions Coefficient

3.4. Hypothesis

To test the proposed hypotheses, it is necessary to use analysis through the coefficient of determination test, F test, and t test. The purpose of using regression analysis is to determine the effect of independent variables on the dependent variable, both partially and simultaneously, and to determine the magnitude of the dominance of the independent variables. The method of testing the proposed hypothesis is carried out by simultaneous testing and partial testing.

3.4.1. Determination Coefficient Test

According to Ghozali (2013) the coefficient of determination (R²) essentially measures how far the model's ability to explain variations in the dependent variable.

3.4.2. Test Statistics F

The F test is used to show whether all independent or independent variables entered in the model have an influence together on the dependent variable (Ghozali, 2013).

3.4.3. Test Statistics T

The t-test statistic basically shows how far the influence of one independent variable individually in explaining the variation of the dependent variable (Ghozali, 2013).

4. Result and Discussions

4.1. Characteristics of Respondents

Based on the results of research conducted at District Lubuklinggau Barat I, obtained data through questionnaires distributed to employees at Lubuklinggau Barat I District, through several statements regarding the effect of commitment and work discipline on employee performance. In this study, questionnaires were distributed to 93 respondents with criteria, 10 Village Chiefs, 11 Seklur, and Kasi and Kasubag at Lubuklinggau Barat I District.

Table-1. Frequency of respondent based on genre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	30	37.5	37.5	37.5
	Female	50	62.5	62.5	100.0
	Total	80	100.0	100.0	

Source: data Processing 2018

The frequency distribution based on the respondent's leght of service can be illustrated in the table below.

Table-2. Frequency of respondent based on length of service

		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	0 – 5 years	7	7.5	7.5	7.5
	5 – 10 years	34	36.6	36.6	44.1
	10 – 15 years	22	23.7	23.7	67.8
	More than 15 years	30	32.2	32.2	100.0
	Total	93	100.0	100.0	

Source: Data Processing 2019

The description of respondents based on their educational background can be seen in the table below:

Table-3. Frequency of respondent based on educational

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma 1	1	1	1	1
	Diploma 3	6	6.5	6.5	7.5
	Postgraduate	13	14	14	21.5
	Freshgarduation	59	63.5	63.5	85
	Senior high school	14	15	15	100.0
	Total	93	100.0	100.0	

Source: Data Processing 2019

4.2. Validity Test

From the results of the validity test it can be concluded that the questionnaire is said to be valid. The statement in the questionnaire is able to express something that will be measured. This is indicated by r count which is always greater than r table, where the r table in this study is 0.217.

4.3. Reliability Test

Based on the results of data processing, it can be seen that the value of Cronbach's alpha variable X1 (Employee Placement) is 0.866; variable X2 (Working Climate) of 0.728 and variable Y (Employee Performance) of 0.798 is reliable because it meets the minimum reliability requirements with the cronbach's alpha coefficient greater than 0.6. From these data it can be concluded that the questionnaire is said to be reliable or can be trusted to measure research conducted with a reliable score above ≥ 0.6 .

5. Assumption Classic Test

5.1. Normality Test

Table-4. Output one-sample Kolmogorov-Smirnov Test

N		Performance	Placement	Climate
		80	80	80
Normal Parameters ^{a,b}	Mean	65.9750	62.0625	58.0000
	Std. Deviation	5.18756	4.77160	3.73827
Most Extreme Differences	Absolute	.145	.083	.095
	Positive	.145	.053	.075
	Negative	-.135	-.083	-.095
Test Statistic		.145	.083	.095
Asymp. Sig. (2-tailed)		.067 ^c	.200 ^{c,d}	.200 ^{c,d}
a. Test distribution is Normal.				
b. Calculated from data.				
c. Lilliefors Significance Correction.				
d. This is a lower bound of the true significance.				

Based on the table above, it can be seen that overall the Employee Placement variable has a kolmogorov-smirnov value of 0.83 and a significance value of 0.200, which means that the significance value is greater than the alpha value of 0.05. Work climate has a kolmogorov-smirnov value of 0.95 and a significance value of 0.200, which means that the significance value is greater than the alpha value of 0.05. Therefore, it can be concluded that the research data is normally distributed so that one of the multiple regression requirements has been fulfilled.

5.2. Multicollinearity Test

Table-5. Output multicollinearity test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.812	8.172		0.045	.903		
	Employee Placement	.785	.117	.124	6.266	.002	.938	1.066
	Work Climate	.833	.125	.600	6.641	.000	.938	1.066

Source: Data Processing 2019

Based on the table above, the results of the tolerance values of the two independent variables namely Employee Placement (X1) and Work Climate (X2) have Tolerance values less than 0.050 which means there is a correlation between the independent variables. The results of the VIF value show the same, the two independent variables Employee Placement (X1) and Work Climate (X2) have values less than 1.0. It can be concluded that there is multicollinearity between independent variables in the regression equation in this study.

5.3. Autocorrelation

Table-6. Output model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.624	.595	6.01868	2.509

Source: data processing 2019

The DW value in this study was 2.509, this value will be compared with a table value that uses a significant value of 5%, the number of samples (n) 93 and the number of independent variables 2 (k = 2).

5.4. Regression Analysis

Table-7. Output regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	.812	8.172		0.045
	PLACEMENT	.785	.117	.124	6.266
	CLIMATE	.833	.125	.600	6.641

Based on the results in the table above, obtained α (constant) of 0.812, β_1 value of 0.785 and β_2 of 0.833. Thus, the multiple linear regression equation can be formed as follows: $Y = 0.812 + 0.785X_1 + 0.833X_2$ Based on the equation above can be interpreted as follows:

A constant of 0.812 states that if the Employee Placement (X1) and Work Climate (X2) variables are considered constant, then employee performance is 0.812. This means that if the variable increase in employee placement and work climate, then employee performance will increase.

The Employee Placement (X1) regression coefficient has a positive value of 0.785 stating that each increase in the Employee Placement variable (X1) by one unit will cause an employee's performance of 0.785.

The Work Climate (X2) regression coefficient has a positive value of 0.833 stating that each increase in Work Climate (X2) of one unit will cause employee performance (Y) to increase by 0.833. It means that the higher of work climate, will effect the higher level of employees performance at Lubuklinggau Barat I district and vice versa.

6. Discussion

Based on the recapitulation of t test above, it can be explained that the Placement variable on employee performance at Lubuklinggau Barat I Subdistrict in Lubuklinggau shows a tcount of $6.266 > t$ table 1.990 and Sig value of $0.002 < 0.05$. This shows the proven research hypothesis and accepted hypothesis.

The results of research conducted in the field show that the Placement has a significant effect on employee performance at Lubuklinggau Barat I District and the results of the calculation of the correlation coefficient obtained the value of $R = 0.786$. Means between the Placement variable (X1) and Performance (Y) shows a strong relationship. Sinambela put forward the function of the placement of employees as the process of placing employees in accordance with the abilities, expertise and knowledge needed in certain assignment positions. Sinambela put forward the function of the placement of employees as the process of placing employees according to their abilities, expertise and knowledge needed in certain assignment positions. Sinambela put forward the function of the placement of employees as the process of placing employees according to their abilities, expertise and knowledge needed in certain assignment positions. A good placement will affect the performance improvement, on the other hand the placement is not good, when the performance which produced by the employees is also not good. T-test results explained that the Work Discipline variable on Employee Performance at Lubuklinggau Barat I District shows a tcount of $9.601 > t$ table 1,986 and Sig $0,000 < 0.05$. This value can be interpreted that partially the Work Discipline variable has a significant effect on the employees performance at Lubuklinggau Barat I District. This shows that the hypothesis in the research is proven and the hypothesis is accepted.

T test results explained that the Work Climate variable on employee performance at Lubuklinggau Barat I Subdistrict in Lubuklinggau showed a tcount of $6.641 > t$ table 1.990 and Sig value of $0.000 < 0.05$. This value can be interpreted that partially the Work Climate variable has a significant influence on the employees performance at Lubuklinggau Barat I district. It shows that the hypothesis in the research is proven and the hypothesis is accepted. From the results of research conducted in the field, shows that the Work Climate has a significant influence on the employees performance at Lubuklinggau Barat I District with a correlation coefficient of 0.786, which means there is a strong relationship between the variable Work Climate (X2) and Performance (Y). A good working climate will improve the performance produced by employees, otherwise if the working climate is not good it will also have an impact on the poor performance shown by employees.

The results of the multiple linear regression calculation of employee placement and work climate variables produce the following equation: $a = 0.812$, $b_1 = 0.785$ and $b_2 = 0.833$ then the calculated values a and b are arranged into multiple linear regression equations.

$Y = a + b_1X_1 + b_2X_2$, the regression equation is as follows: Performance = $0.812 + 0.785$ Climate + 0.833 Placement. From the estimated equation of the regression function above, it can be seen that the constant obtained is

0.812. This illustrates that without being influenced by the independent variable Placement and Work Climate, the Performance value is $\beta / a = 0.812$. Whereas the value of the regression coefficient representing the Placement variable has a value of 0.785 indicating that for every change in the Placement variable the Performance will change directly proportional to 0.785 assuming the other independent variables are constant. Then the regression coefficient that represents the Work Climate variable obtained a value of 0.833 shows that every change in the Work Climate variable Performance will change proportional directly 0.833 by assuming the other independent variables are constant.

From the results of the calculation of determination coefficient obtained R value 0.786. It can be interpreted that the magnitude of Placement and Work Climate contribution with Employee Performance at Lubuklinggau Barat I Subdistrict in Lubuklinggau is very strong. Then, from the results of determination coefficient calculation (R^2) of 0.624. Means that the magnitude the influence of Placement and Work Climate on Employee Performance at Lubuklinggau Barat I Subdistrict is 0.624 or 62.4%, while the remaining 37.6% is influenced by other variables not included in this study.

Tests on the research hypothesis produce a value of $F_{count} = 27.320 > F_{table} = 3.12$ with a significance level $Sig = 0.000 < \alpha = 0.05$, with a significance level of 95% and $\alpha = 5\%$ and the denominator $db = nk - 1 = 80 - 2 - 1 = 77$ and the numerator $db k = \text{number of variables} - 1$ ($k = 2$). It means that in together Placement and Climate variable has a significant influence on employee performance at Lubuklinggau Barat I District, in Lubuklinggau. Thus the hypothesis in this research is proven and can be accepted

7. Conclusion

1. Employee placement and work climate in together have a significant effect on employee performance at Lubuklinggau Barat I District, in Lubuklinggau. It can be seen from the value of $F_{count} = 27.320 > F_{table} = 3.12$ with a significance level $Sig = 0.000 < \alpha = 0.05$. It means in together the variable Employee placement and work climate has a significant effect on employee performance at Lubuklinggau Barat I District it shows that hypothesis in this study is proven and acceptable.
2. Placement of employees has a significant effect partially on employee performance at Lubuklinggau Barat I District, in Lubuklinggau It can be seen from the value of $t_{count} 6.266 > t_{table} 1.990$ and Sig value $0.002 < 0.05$. It means that in partially Placement variable has a significant influence on employee performance at Lubuklinggau Barat I Subdistrict which shows a proven research hypothesis and an accepted hypothesis.
3. Work climate has a partially significant effect on employee performance at Lubuklinggau Barat I. Subdistrict. It can be seen from the t_{count} of $6.641 > t_{table} 1.990$ and Sig value of $0.000 < 0.05$. It means taht in partially the Working Climate variable has a significant influence on employee performance at Lubuklinggau Barat I Subdistrict, in Lubuklinggau, which shows that the hypothesis in this study is proven and the hypothesis is accepted.

8. Managerial Implications

1. Referring to PP No. 53 of 2010 concerning the Standing Orders of the State Civil Apparatus, which in PP No.53 of 2010 regulates the work discipline of the state civil apparatus. The results showed that work discipline is a dominant variable. For this reason, employee work discipline must be maintained and improved continuously.
2. The process of upholding work discipline should continue to prioritize aspects of ethics and justice. This is consistent with the opinion expressed by Darojat (2015) where disciplinary sactions must be preceded by warnings and sanctions provided in proportion to violations regardless of the status and position of an employee
3. Commitments must be seen not as tangible variables, which affect employee performance. The results showed a significant effect of commitment on employee performance. The results of research on the effect of commitment are in line with the opinion of Luthans. *et al.* (2015) and Riwukore and Habaora (2018) which states that commitment is influenced by emotional ties, appreciation and communication that exists in organizations. To the efforts to build team (team building) through effective communication between task lines in the organization and appreciation for performance are key to increasing commitment.
4. Performance is influenced by many factors including commitment and work discipline. In the work method proposed by Deming, the stages of performance of planning, acting, monitoring and reviewing require encouragement from the variable commitment and work discipline. Planning (planning) is not possible without prior commitment to what will be done. Acting and monitoring cannot be effective without high discipline. Reviewing the results of work (reviewing) requires a commitment to see things that need to be improved and improve which cannot be separated from discipline in carrying out the process.

9. Suggestion

1. The leadership at Lubuklinggau Barat I Subdistrict must carry out a fit and proper test in the placement process by paying attention to the educational background and experience of the employees. This is coherent with the results of research that show that the placement has an effect of 78.5% on employee performance.
2. Work climate has an effect of 83.3% on employee performance. It needs to be reviewed about the communication patterns between superiors and subordinates, as well as communication between sections and individuals. A competitive work climate based on a reward and punishment system will increased

employee performance. Periodic monitoring and evaluation must be carried out by leaders and independent third parties to create a healthy work climate.

3. A good business process starts from recruitment, placement until a healthy working climate condition will produce optimal performance from employees. The results showed an increase in performance of 62.4% through the process of placement and a good work climate. In addition, premodialism and collegial culture must be abolished immediately so that the resulting performance will accordance with organizational goals.

10. Limitations and Future Research

This study has limitations both in terms of the variables studied and the demographics of respondents and the number of respondents taken. Employee performance is not only influenced by commitment and work discipline, but also other variables such as employee placement, organizational culture and work environment. This research can be used as a reference for further research relating to the employee performance with other independent variables and the different number, location and demographics of respondents.

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