

## Factors that Affect Employee Performance

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### Abstract

This research aims to determine (1) The influence of personality on the performance of Solok Regency Tourism and Culture Service employees (2) The influence of work orientation on the performance of Solok Regency Tourism and Culture Office employees (3) The influence of employee placement on the performance of Solok Regency Tourism and Culture Office employees. This research was conducted on the performance of Solok Regency Tourism and Culture Office employees. The type of research used is quantitative descriptive research. The data used is primary. The results of the research show that: (1) Personality influences the performance of Solok Regency Tourism and Culture Department employees, as evidenced by the tcount value of 3.977 which is greater than ttable at the 5% significant level, namely 2.01410, so  $3.977 > 2.01410$  and the probability value is significant equal to  $(0.000 < 0.05)$ ; (2) Work orientation influences the performance of Solok district Tourism and Culture Department employees, as evidenced by the tcount value of 4.031 which is greater than ttable at the 5% significant level, namely 2.01410, so  $4.031 > 2.01410$  and the significant probability value is  $(0.000 < 0.05)$ ; (3) Employee placement influences the performance of Solok Regency Tourism and Culture Department employees, as evidenced by the tcount value of 3.003 which is greater than ttable at a significant level of 5%, namely 2.01410, so  $3.003 > 2.01410$  and the significant probability value is  $(0.004 < 0.05)$ ; (4) Personality, Work Orientation, and Employee Placement on the Performance of Solok Regency Tourism and Culture Office Employees, with a coefficient of determination ( $R^2$ ) of 0.822 or 82.2%, and the remaining 17.8% is influenced by other variables outside the variables in this research, such as motivation, service quality, and others.

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## 1. Introduction

In management, the art of using resources effectively to achieve predetermined goals. On the way to achieving these targets, waste often occurs and even symptoms of dehumanization arise, (Marisanda Marisanda et al., 2023). Not to mention that poor management skills result in losses for the organization or company. Based on these problems, in carrying out management, a person also needs adequate knowledge. The role of management in the world of work is vital, it is the core that drives the wheels of the company, brings harmony among employees, and creates strategic steps to achieve common goals, (Novrianto, 2021).

Employees as the main resource of an agency are required to provide the best service in order to provide optimal performance so that the company can achieve success in achieving its goals, (Rondo et al., 2018). Therefore, as much as possible in an agency, employees can carry out their work in a calm and comfortable condition, without feeling any tension or anxiety, (Sikumbang et al., 2024). This condition does not only concern physical conditions, but is also related to social relationships with other people and the psychological atmosphere in the workplace. Having a pleasant work atmosphere or work environment will make employees work optimally, (Fadilah Nur et al., 2015).

An employee who works in an agency must learn and apply aspects in the organizational world so as to obtain high performance. In an effort to realize high performance, it needs to be based on one of them, namely a psychological and organizational approach. From this theory the author concludes that psychological and organizational approaches greatly influence a person's performance. Based on this theory, things related to approaches that can improve a person's performance are approaches in aspects of personality, work orientation and employee placement within an agency.

Personality is very important for an agency to see the performance of its employees because a person's personality will determine the results of their own work. Personality is the background of a person's behavior. This means that this personality shows the behavior of an individual's attitudes to be able to do, know, think, in an organization, (Indrastuti, 2021). Personality will usually be reflected in the daily life of the employee himself. how they react or respond when they receive and complete a task from the organization, (Sinuhaji, 2019). Usually it will be seen in the work environment how employees socialize, how to speak well towards superiors, peers and subordinates, (Montolalu et al., 2016).

The next factor that can influence employee performance is work orientation. Work Orientation in an organization is provided so that employees are able to get to know and adapt to the organization, as well as know and be skilled when carrying out the duties and work of the organization, (Tekege et al., 2018). This orientation is usually given to new employees. Every employee who is part of an organization has

their own work orientation and it is very likely that one employee and another will have a different work orientation and if the orientation they are prepared for can be achieved then this employee will feel job satisfaction and work optimally. Orientation also relates to the people who will work together. Orientation is basically one component of the new employee socialization process, namely a process of instilling attitudes, standards, values and behavioral patterns that apply within the company to new employees.

The third factor that can influence employee performance is employee placement. Employee placement is also an important factor in assessing employee performance, (Febrianti & Amanda, 2020). Placement is a process of assigning tasks to workers and carrying them out together with the responsibilities that have been given, (K.O.Muaja., Adolfina., 2017). One of the factors that influences placement is the employee's educational background. For this reason, the academic achievements that have been achieved by the workforce during their education must be taken into consideration in placement, (Lambey et al., 2020).

## **2. Method**

The type of research used in this research is quantitative research. The data used in this research uses primary data, namely that obtained by researchers directly or data obtained from respondents through questionnaires, (Nasrah & Vivilawati, 2020). In this research, researchers used data collection techniques by means of literature study, documentation, questionnaires, observation. The population in this study were 49 employees at the Solok Regency Tourism and Culture Office. Samples were taken using total sampling technique. The author collected data from all employees at the Solok Regency Tourism and Culture Office, totaling 49 employees. The data analysis technique for this research will be carried out through validity testing, reliability testing, multiple linear regression analysis, Coefficient of Determination or R square ( $R^2$ ), f test and t test.

### 3. Results

#### Research Findings

##### 1. Validity Test

The questionnaire was distributed to 49 respondents with 4 question items, 7 personality items (X1), 7 work orientation items (X2), and Employee Placement (X3), Employee performance (Y), where all question items were categorized as valid with the conditions namely  $r_{count} > r_{table}$  and the significance level is below 0.05 with a two-way test on the r table such as  $df=n-2$  ( $df = 49 - 2 = 47$ ). In this case the  $r_{table}$  is set at 0.2816 based on the  $r_{table}$  and the conditions for decision making as follows:

- a. If  $r_{count} > r_{table}$  and the significant value  $<0.05$  is positive then the question item is declared valid
- b. If  $r_{count} > r_{table}$  and the significant value  $>0.05$  is negative then the question item is declared invalid.

**Table Personality Validity Test (X1)**

Items	$r_{hitung}$	$r_{tabel}$	Signifikan	Kesimpulan
X1.1	0,812	0,2816	0,000	Valid
X1.2	0,759	0,2816	0,000	Valid
X1.3	0,828	0,2816	0,000	Valid
X1.4	0,731	0,2816	0,000	Valid
X1.5	0,789	0,2816	0,000	Valid
X1.6	0,765	0,2816	0,000	Valid
X1.7	0,779	0,2816	0,000	Valid

Sumber: data diolah dengan SPSS versi 19 for windows

The table above shows the results of the Personality validity test (X1). This personality variable consists of 7 statement items and all of them are declared valid because the value of  $r_{count} > r_{table}$ . So it can be concluded that all statement items used in this Personality variable can be used for further testing.

**Table Work Orientation Validity Test (X2)**

Items	$r_{hitung}$	$r_{tabel}$	Signifikan	Kesimpulan
X1.1	0,729	0,2816	0,000	Valid
X1.2	0,704	0,2816	0,000	Valid
X1.3	0,676	0,2816	0,000	Valid
X1.4	0,594	0,2816	0,000	Valid
X1.5	0,651	0,2816	0,000	Valid
X1.6	0,594	0,2816	0,000	Valid
X1.7	0,684	0,2816	0,000	Valid

Sumber: data diolah dengan SPSS versi 19 for windows

The table above shows the results of the Work Orientation validity test (X2). This Work Orientation variable consists of 7 statement items and all of them are declared

valid because the value of  $r_{count} > r_{table}$ . So it can be concluded that all statement items used in the Work Orientation variable can be used for further testing.

**Table Employee Placement Validity Test (X3)**

Items	$r_{hitung}$	$r_{tabel}$	Signifikan	Kesimpulan
X1.1	0,700	0,2816	0,000	Valid
X1.2	0,638	0,2816	0,000	Valid
X1.3	0,662	0,2816	0,000	Valid
X1.4	0,579	0,2816	0,000	Valid
X1.5	0,758	0,2816	0,000	Valid
X1.6	0,825	0,2816	0,000	Valid
X1.7	0,670	0,2816	0,000	Valid

Sumber: data diolah dengan SPSS versi 19 for windows

The table above shows the results of the Employee Placement validity test (X3). This Employee Placement consists of 7 statements and all of them are declared valid because the value of  $r_{count} > r_{table}$ . So it can be concluded that all statement items used in the Employee Placement variable can be used for further testing.

**Table Employee Performance Validity Test (Y)**

Items	$r_{hitung}$	$r_{tabel}$	Signifikan	Kesimpulan
Y1	0,801	0,2816	0,000	Valid
Y2	0,668	0,2816	0,000	Valid
Y3	0,865	0,2816	0,000	Valid
Y4	0,656	0,2816	0,000	Valid
Y5	0,725	0,2816	0,000	Valid
Y6	0,445	0,2816	0,001	Valid
Y7	0,628	0,2816	0,000	Valid

Sumber: data diolah dengan SPSS versi 19 for windows

The table above shows the results of the Employee Performance (Y) validity test. This employee performance consists of 7 statement items and all of them are declared valid because the  $r_{count} > r_{table}$  value. So it can be concluded that all statement items used in the Employee Performance variable can be used for further testing.

## 2. Reliability Test

The reliability test is to show the extent to which a result is relatively consistent if the measurement is repeated two or more times. A questionnaire is said to be reliable or reliable if a person's answers to questions are consistent or stable over time, (Mukaroh & Nani, 2021). This reliable instrument, when used repeatedly to measure the same object, produces the same data, (Fauzi et al., 2022). This research uses the SPSS 19 program.

a. Personality Reliability

The personality reliability test consists of 49 respondents and 7 question items. Based on the reliability test of the Personality variable, it can be seen in the table below:

**Table Statistical Reliability Test Results**

Reliability Statistics	
Cronbach's Alpha	N of Items
,893	7

Sumber: data diolah dengan SPSS versi 19 for windows

Looking at the table above, the Cronbach's alpha analysis is 0.893, while a variable can be said to be reliable if it provides a Cronbach's Alpha coefficient value > 0.6. because the Cronbach's Alpha value is greater than 0.6, it can be concluded that the research instrument items can be said to be reliable.

b. Reliability of Work Orientation

The Work Orientation reliability test consisted of 49 respondents and 7 question items. Based on the reliability test of the Work Orientation variable, it can be seen in the table below :

**Table Statistical Reliability Test Results**

Reliability Statistics	
Cronbach's Alpha	N of Items
,787	7

Sumber: data diolah dengan SPSS versi 19 for windows

Looking at the table above, the Cronbach's alpha analysis is 0.787, while a variable can be said to be reliable if it provides a Cronbach's Alpha coefficient value > 0.6. because the Cronbach's Alpha value is greater than 0.6, it can be concluded that the research instrument items can be said to be reliable.

c. Reliability of Employee Placement

The Employee Placement reliability test consisted of 49 respondents and 7 question items. Based on the reliability test of the Employee Placement variable, it can be seen in the table below:

**Table Statistical Reliability Test Results**

Reliability Statistics	
Cronbach's Alpha	N of Items
,815	7

Sumber: data diolah dengan SPSS versi 19 for windows

Looking at the table above, the Cronbach's alpha analysis is 0.815, while a variable can be said to be reliable if it provides a Cronbach's Alpha coefficient value > 0.6. because the Cronbach's Alpha value is greater than 0.6, it can be concluded that the research instrument items can be said to be reliable.

d. Employee Performance Reliability

The Employee Performance reliability test consists of 49 respondents and 7 question items. Based on the reliability test, the Employee Performance variable can be seen in the table below :

**Table Statistical Reliability Test Results**

Reliability Statistics	
Cronbach's Alpha	N of Items
,815	7

Sumber: data diolah dengan SPSS versi 19 for windows

Looking at the table above, the Cronbach's alpha analysis is 0.815, while a variable can be said to be reliable if it provides a Cronbach's Alpha coefficient value > 0.6. because the Cronbach's Alpha value is greater than 0.6, it can be concluded that the research instrument items can be said to be reliable.

3. Multiple Linear Regression Analysis

A regression model is a functional relationship that occurs between a dependent variable and an independent variable, so that the average value of the dependent variable can be known on the influence of the independent variable., (Nasrah & Vivilawati, 2020).

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

In the calculation of multiple linear regression analysis, the results of the regression analysis are as follows:

**Table Results of Multiple Linea Regression Analysis**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	,046	2,235		,021	,984
Kepribadian (X1)	,317	,080	,362	3,977	,000
Orientasi Kerja (X2)	,410	,102	,389	4,031	,000
Penempatan Pegawai (X3)	,288	,096	,273	3,003	,004

a. Dependent Variable: Kinerja Pegawai (Y)

Sumber: data diolah dengan SPSS versi 19 for windows

$$Y = 0,046 + 0,317 + 0,410 + 0,288 + e$$

From this equation it can be analyzed as follows:

- a. In this regression model, the constant value is 0.046, which means that if Personality (X1), Work Orientation (X2), and Employee Placement (X3) are assumed to be constant or equal to zero then Employee Performance (Y) has a value of 0.046 units.
- b. The regression coefficient on the Personality variable (X1) of 0.317 is positive. This means that there is a positive relationship between personality and employee performance. If there is an increase of 1 unit in the Personality variable (X1), it will be possible to increase Employee Performance by 0.317 units.
- c. The regression coefficient on the Work Orientation variable (X2) of 0.410 is positive. This means that there is a positive relationship between Work Orientation and Employee Performance. If there is an increase of 1 unit in the Work Orientation variable (X2), it will be possible to increase employee performance by 0.410
- d. The regression coefficient on the employee placement variable (X3) of 0.288 is positive. If there is an increase of 1 unit in the employee placement variable (X3), it will be possible to increase employee performance by 0.288. Berdasarkan analisis diatas maka dapat disimpulkan bahwa variabel Kepribadian (X1), Orientasi Kerja (X2), Penempatan Pegawai (X3), berpengaruh positif terhadap Kinerja Pegawai Dinas Pariwisata dan Kebudayaan Kabupaten Solok.



4. Coefficient of Determination Test (R<sup>2</sup>)

This analysis is used to find out how much influence the independent variable has on the dependent variable, which is shown by percentage, (Nurhazizah et al., 2024). The results of the coefficient of determination are as follows :

**Table Results of the Coefficient of Determination R<sup>2</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,907 <sup>a</sup>	,822	,810	1,295

- a. Predictors: (Constant), Penempatan Pegawai (X<sub>3</sub>), Kepribadian (X<sub>1</sub>), Orientasi Kerja (X<sub>2</sub>)
- b. Dependent variable : Kinerja Pegawai (Y)

Sumber: data diolah dengan SPSS versi 19 for windows

From the table above, it is known that the R square is 0.822 or 82.2%. This indicates that the contribution of the Personality, Work Orientation and Employee Placement variables is 82.2%. Meanwhile, the remaining 17.8% is explained by other variables not included in this research model, such as motivation and service quality.

5. Hypothesis Testing

Hypothesis testing is an estimate of the relationship between two or more variables. A research hypothesis is a hypothesis formulated to answer a problem using theories that are related (relevant) to the research problem and are not based on facts and real data support in the field. Hypothesis testing is carried out using the t test and F test, (Suharyat et al., 2023).

a. Partial Test (t test)

This analysis is used to determine the level of significance of the influence of the independent variable on the dependent variable partially.

**Table Partial Test Results (t Test)**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	,046	2,235		,021	,984
Kepribadian (X <sub>1</sub> )	,317	,080	,362	3,977	,000
Orientasi Kerja (X <sub>2</sub> )	,410	,102	,389	4,031	,000
Penempatan Pegawai (X <sub>3</sub> )	,288	,096	,273	3,003	,004

- a. Dependent Variable: Kinerja Pegawai (Y)

Sumber: data diolah dengan SPSS versi 19 for windows

Based on the results of the analysis in the table above, it can be seen the partial influence of the independent variable on the dependent variable. To determine ttable, it can be searched using a two-sided test using a significance level of 0.05 and  $df = n - k$  where n is the sample and k is the independent variable + dependent variable. So the ttable is obtained from  $df = 49$  or  $49 - 4 = 45$ , the ttable is 2.01410

Based on the description above, it can be concluded that:

i. Hypothesis Testing 1 (personality X1)

For the Personality variable (X1) the t value is 3.977 with a significance level of 0.000 and t table 2.01410. Because the value of  $t_{count} > t_{table}$  is  $3.977 > 2.01410$  and the significant level value is  $0.000 < \alpha 0.05$ , H1 is accepted. This proves that Personality (X1) has a significant influence on Employee Performance (Y) in working at the Solok Regency Tourism and Culture Office.

ii. Hypothesis Testing 2 (Work Orientation X2)

For the Work Orientation variable (X2) the t value is 4.031 with a significance level of 0.000 and t table 2.01410. Because the value of  $t_{count} > t_{table}$  is  $4.031 > 2.01410$  and the significant level value is  $0.000 < \alpha 0.05$ , H2 is accepted. This proves that Work Orientation (X2) has a significant effect on Employee Performance (Y) in working at the Solok Regency Tourism and Culture Office.

iii. Hypothesis Testing 3 (Employee Placement X3)

For the Employee Placement variable (X3) the t value is 3.003 with a significance level of 0.004 and t table 2.01410. Because the value of  $t_{count} > t_{table}$  is  $3.003 > 2.01410$  and the significant level value is  $0.004 < \alpha 0.05$ , H3 is accepted. This proves that Employee Placement (X3) has a significant effect on Employee Performance (Y) in working at the Solok Regency Tourism and Culture Office

b. Simultaneous Test (F Test)

The f statistical test is carried out to determine whether all independent variables have a joint influence on the dependent variable, (Usman et al., 2021).

**Table F Test Results**

ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	348,215	3	116,072	69,220	,000 <sup>a</sup>
	Residual	75,459	45	1,677		
	Total	423,673	48			

a. Predictors: (Constant), Penempatan Pegawai (X3), Kepribadian (X1), Orientasi Kerja (X2)

b. Dependent Variable: Kinerja Pegawai (Y)

Sumber: data diolah dengan SPSS versi 19 for windows

## Factors that Affect Employee Performance

Based on the table above,  $F_{count}$  is 69.220 and  $F_{table}$  is 2.81, so  $F_{count} > F_{table}$ , namely  $69.220 > 2.81$  with a significance value of  $0.000 < 0.05$ , so  $H_4$  is accepted. This shows that the variables Personality (X1), Work Orientation (X2), Employee Placement (X3) have a significant and simultaneous influence on the Employee Performance variable (Y) of the Solok Regency Tourism and Culture Office.

### 4. Conclusions and Suggestions

1. Personality partially influences the performance of Solok Regency Tourism and Culture Office employees. From the results of multiple linear regression, a positive influence was also obtained, the better the personality of the employees of the Solok district tourism and culture department, the better the performance will be.
2. Work Orientation has a partial effect on the performance of Solok Regency Tourism and Culture Office employees. From the results of multiple linear regression, a positive influence was also obtained, the better and better the work orientation carried out at the Solok Regency Tourism and Culture Office, the better the performance will be because it is in accordance with the work orientation system that has been determined.
3. Employee placement has a partial effect on the performance of Solok Regency Tourism and Culture Office employees. From the results of multiple linear regression, a positive influence was also obtained, the better and more precise the placement of employees at the Solok Regency Tourism and Culture Office, the better the performance will be because there is an employee placement system that is in accordance with the expertise or field of each the employee.

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