

## EMPLOYEE PLACEMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT PT CEMINDO GEMILANG TBK – SEMEN MERAH PUTIH, BENGKULU CITY

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### ABSTRACT

*This study aims to examine the effects of employee placement and work discipline on employee performance at PT Cemindo Gemilang TBK - Semen Merah Putih Bengkulu City, both individually and simultaneously. The research sample consisted of 98 employees from PT Cemindo Gemilang TBK - Semen Merah Putih Bengkulu City. Data were collected through observation and the distribution of questionnaires. The data analysis techniques employed in this study included instrument testing, analysis of respondents' responses, classical assumption tests, data analysis methods, and hypothesis testing. The results indicate that employee placement does not have a significant effect on employee performance at PT Cemindo Gemilang TBK - Semen Merah Putih Bengkulu City. In contrast, work discipline has a positive and significant effect on employee performance. Moreover, employee placement and work discipline together have a positive and significant impact on employee performance.*

### INTRODUCTION

In running a business, entrepreneurs need strong performance at work. As the business grows, more labor is required across various fields. These roles cannot be filled by entrepreneurs alone. Therefore, entrepreneurs need assistance from professionals in the relevant fields, commonly referred to as Human Resources (HR). This HR will make it easier for entrepreneurs to do work that can either benefit or harm the organization or company. Employee performance is assessed through HR management; if HR is poor,

employee performance declines, whereas good employee performance will go up. Work placement and work discipline will affect the performance of the employees to positions that enable the organization to fulfill its identified tasks (Sahadewa & Rahmawati, 2021). Work discipline directly impacts work performance and productivity, as it involves employees adhering to the rules, procedures, and standards set by the organization or company in executing their duties. This study aims to: 1) determine the effect of employee placement on employee performance at PT Cemindo Gemilang TBK - Semen Merah Putih, Bengkulu city; 2) assess the impact of work discipline on employee performance at the same company; and 3) evaluate the combined effect of job placement and work discipline on employee performance at PT Cemindo Gemilang TBK - Semen Merah Putih, Bengkulu city.

## LITERATURE REVIEW

### Employee Performance

Employee performance describes the level of achievement of the implementation of an activity / program / policy in order to realize the goals, objectives, vision and mission of the organization. In general, it can also be said that performance is the result that can be achieved by the organization within a certain period of time (Ridhotama et al., 2022). Employee performance describes the level of achievement of the implementation of an activity / program / policy in order to realize the goals, objectives, vision and mission of the organization (Ridhotama et al., 2022). according to Octavia et al. (2023) the factors that affect employee performance are: Work Motivation, Work Discipline, Job Satisfaction. Meanwhile, according to Mitchell and Larson (1987) indicators to measure employee performance: Quality of work, Communication, Punctuality, Ability, Initiative.

### Employee Placement

Employee placement is an effort to place employees as an element of job implementation based on their abilities. Placement implies that someone is placed in the right job. Employee abilities are aligned with their field of work so that they can affect the quantity and quality of work (Blikololong & FoEh, 2022). According to Sari et al. (2024) the factors that influence employee placement are: Educational background, work experience, age factor, physical and mental health, gender factor, marital status, interests and hobbies. according to A. P. Mangkunegara (2015) indicators that influence employee placement, namely: Education, Work knowledge, Work skills, Work experience.

### Work Discipline

Maintaining discipline is very important to maintain order and ensure the smooth running of each task. Without high work discipline, it is difficult for a company to achieve success. In enforcing work discipline, those who violate it will be subject to sanctions. Violation of work discipline is every word or action of employees, both inside and outside working hours, which violates the provisions or regulations of employee work discipline (Vallennia et al., 2020). According to Vallennia et al. (2020) the factors that influence work discipline, namely. employee welfare, threats, role models, leaders, assertiveness, goals and employee abilities. according to Hasibuan (2014) indicators that affect work discipline, namely: Complying with all regulations, Effective use of time, Responsibility

in work and duties, Absenteeism rate.

### Previous Research

This study aims to determine the suitability of employee placement and experience possessed by employees, which is considered to improve employee performance at PT PLN (Persero) Tello Makassar city. The results of this study indicate that partially the placement of employees has a significant effect on the performance of employees of PT PLN (Persero) Tello Makassar city (Sari et al., 2024).

This study aims to analyze the effect of work discipline on employee performance. The research location was conducted at PT Sinar Sosro which is located on Jl.Raya Rancaekek km 26.5 Bandung. The results of this study that partially work discipline has a positive and significant effect on the performance of employees of PT SINAR SOSRO Rancaekek (Vallennia et al., 2020).

The purpose of this study is to identify how PT Bintang Shafwan manages their human resources, specifically regarding the influence of “Job Placement and Work Discipline on Employee Performance of PT Bintang Shafwan”. The results of this study that simultaneously that job placement and work discipline together affect the performance of employees of PT. Bintang Shafwan (Azzahra & Kamil, 2024).

## RESEARCH METHOD

This research method uses quantitative research, according to Sugiyono (2013, p. 7) Quantitative methods are called traditional methods, because this method has been used long enough so that it has been traditionalized as a method for research. This study uses the Nonprobability Sampling method with saturated sampling technique. The sample in this study was taken from the target population of 98 people. The data collection methods used in this research are Interview, Observation, Questionnaire, Documentation. Data analysis techniques in this study include Instrument Test which is divided into 2 (validity and reliability tests), classical assumption tests which are divided into 3 (normality, heteroscedasticity, and multicollinearity tests), data analysis techniques which are divided into 2 (multiple linear regression analysis and coefficient of determination (R<sup>2</sup>) analysis) and hypothesis testing, namely (T test and F test).

## RESEARCH RESULTS AND DISCUSSION

### Tables and Figures

#### Multiple Linear Regression Analysis

Multiple linear regression equation analysis was used in this study with the aim of knowing whether there is an influence of the independent variable (independent) on the dependent variable (dependent). Statistical calculations in multiple linear regression analysis used in this study are using SPSS version 25. The results of data management using the SPSS program can be seen in the following table.

**Table 1. Analisis Regresi Linier Berganda**  
**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.917	1.231		2.37	0.02
	Penempatan Karyawan	0.144	0.106	0.118	1.353	0.179
	Disiplin Kerja	0.925	0.107	0.753	8.647	0

Source : Data results processed with spss 25, 2025

The results of the calculation using SPSS version 25 obtained the regression equation is

$$Y = 2,917 + 0,144(X_1) + 0,925(X_2)$$

1. The constant value of 2.917 means that if the Employee Placement (X1) and Work Discipline (X2) variables on employee performance (Y) are equal to zero, the Employee Performance (Y) variable will remain at 2.917. If the variable Placement of Employees (X1) and Work Discipline (X2) is equal to zero.
2. The regression coefficient of the Employee Placement variable (X1) of 0.144 means that if the Employee Placement (X1) is increased by one unit, it will increase Employee Performance (Y) at PT Cemindo Gemilang - Semen Merah Putih Bengkulu City by 0.144 assuming the Work Discipline variable (X2) is considered constant.
3. The regression coefficient of the Work Discipline variable (X2) of 0.925 means that if Work Discipline (X2) is increased by one unit, it will increase the Employee Performance Decision (Y) at PT Cemindo Gemilang - Semen Merah Putih Bengkulu City by 0.925 assuming the Employee Placement variable (X1) is considered constant.
4. The most dominant research result that knows the Employee Performance variable (Y) is the employee placement variable (X1) is 0.144 the Employee Discipline variable (X2) is 0.925.

### Analisis koefisien determinasi (R<sup>2</sup>)

The coefficient of determination is used to determine the percentage of contribution of the influence of independent variables (independent) Employee Placement (X1) and Work Discipline (X2) on Employee Performance (Y), then from computer calculations using the SPSS version 25 application. The recapitulation of the test results of the coefficient of determination can be seen in the table below.

**Table 2. Analisis koefisien determinasi (r<sup>2</sup>)**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.848 <sup>a</sup>	0.719	0.713	1.513

Source: Data results processed with spss 25, 2025

The results of the table above can be seen that the R Square value has a value of 0.719. This shows that the percentage contribution of the influence of the independent variables (independent) Employee Placement (X<sub>1</sub>) and Work Discipline (X<sub>2</sub>) on the dependent variable (dependent) Employee Performance (Y) is 71.9%. Or the independent variables used in the Employee Placement (X<sub>1</sub>) and Work Discipline (X<sub>2</sub>) model are able to explain 71.9% of the variation in the dependent variable employee performance (Y). while the remaining 28.1% is influenced or explained by other variables not included in the model or not studied.

## HYPOTHESIS TESTING

### Partial test (t-test)

The following are the results of the test of the effect between independent variables (independent) partially on the dependent variable (dependent).

**Table 3. Uji parsial (uji-t)**

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.917	1.231		2.370	0.020
	Penempatan Karyawan	0.144	0.106	0.118	1.353	0.179
	Disiplin Kerja	0.925	0.107	0.753	8.647	0.000

Source : Data results processed with spss 25. 2025

The results of the above calculations can be explained that the Employee Placement variable (X<sub>1</sub>) shows a significance value of 0.179 > 0.05 probability value and the t value is 1.353 < 1.985 t table, so H<sub>0</sub> is accepted and H<sub>a</sub> is rejected. This means that employee placement (X<sub>1</sub>) has an insignificant effect on employee performance (Y).

The calculation results for the Employee Discipline variable (X<sub>2</sub>) show a significance value of 0.00 < 0.05 probability value and the t value is 8.647 > 1.985 t table, so H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. This means that Work Discipline (X<sub>2</sub>) has a positive and significant effect on employee performance (Y).

### Simultaneous test (F-test)

The simultaneous test is used to determine whether the independent variables (independent) Employee Placement (X<sub>1</sub>) and Work Discipline (X<sub>2</sub>) together or simultaneously affect the dependent variable (dependent) Employee Performance (Y). the results of the simultaneous test in this study can be seen in the table below.

**Table 4. Simultaneous test (F-test)**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	556.788	2	278.394	121.570	0.000 <sup>b</sup>
	Residual	217.549	95	2.290		
	Total	774.337	97			



*Source : Data results processed with spss 25, 2025*

Based on the simultaneous test results above, the significance value is  $0.000 < 0.05$  probability value and the calculated F value is  $121.570 > 3.09$  F table, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted. This means that the two independent variables (independent) Employee Placement ( $X_1$ ) and Work Discipline ( $X_2$ ) together have a positive and significant influence on Employee Performance (Y).

### **Effect of Employee Placement ( $X_1$ ) on Employee Performance (Y)**

Research on employee placement variables found that the t value was 1.353 and the significance value was 0.179. Due to the calculated t value of  $1.353 < 1.985$  t table and a significance value of  $0.179 > 0.05$  probability value, the result obtained is that  $H_0$  is accepted and  $H_a$  is rejected. This means that there is an insignificant influence between the Employee Placement variable ( $X_1$ ) on Employee Performance (Y) at PT Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city.

The majority of respondents in this study are freelancers or field workers whose work activities are more physical and operational in nature. In these conditions, job placement tends not to be the main factor affecting their work performance. As long as they can work and receive regular income, the location or position of the placement does not really matter. This suggests that the financial aspect or job stability is a higher priority than the suitability of the placement. Their tasks are technical operations and do not require much adaptation, such as mechanics, operators, freelancers. they already understand a little when they are in SMK or when they are in job training provided by the Company, higher education can be placed as leaders in the fields in the company. So the placement of employees is not affected by the result, seen from the job opportunities that can be taken in the company. Fresh graduates who need a job or work experience are not affected by the placement that will be taken or freelancers as long as they can fulfill their daily needs or who are still with their parents to earn income for hobbies or others. With the current conditions, the unemployment rate is getting higher, more and more undergraduates and high school / vocational high school graduates graduate but the lack of employment makes conditions difficult, any job or placement wherever can sometimes be accepted. From the reasons above, this is why employee placement is not a big influence on employee performance.

The results of this study contradict previous research conducted by H. Prasetyo & Irfani (2023) showing the results of this study that the job placement variable has a partially significant effect on employee performance. The results of this study also have support from previous research Tekkay et al. (2022) the results of the study examining the effect of employee placement on employee performance found that placement had no significant effect on employee performance.

Based on the discussion of the research results, it is concluded that the independent variable (independent) Employee Placement is not the main factor that directly affects the dependent variable (dependent) Employee performance. This shows that there are other factors, such as motivation, competence, and job satisfaction, which may play a greater role in improving employee performance. However, this does not mean that Employee Placement is not important in improving Employee Performance. Therefore,

further research is needed to dig deeper into other factors that contribute to employee performance.

### **Effect of Work Discipline (X2) on Employee Performance (Y)**

In the study on the work discipline variable, it was found that the t value was 8.647 and the significance value was 0.00. Due to the calculated t value of  $8.647 > 1985$  t table and a significance value of  $0.00 < 0.05$  probability value, the results obtained that  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a positive and significant influence between the Work Discipline variable (X2) on Employee Performance (Y) at PT. Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city.

The results of this study are in line with what was done by E. T. Prasetyo & Marlina (2019) which shows that discipline has a positive and significant effect on employee performance. So it can be concluded that if employee discipline is improved, it will have an impact on improving employee performance in the company. The results of other similar studies are in line with those conducted by Hustia (2020) The results of individual hypothesis testing show that there is a significant effect of work discipline on employee performance. then the company must be able to create employee awareness to comply with all company regulations by providing understanding, supervision and imposing sanctions for employees who still violate.

Based on these findings, it can be concluded that employees with a high level of discipline tend to have better performance than employees who lack discipline. Good work discipline can reflect several important aspects in the world of work. Disciplined employees tend to follow company regulations, such as working hours, rules, and operational procedures, which contribute to increased work efficiency. Employees who have high work discipline are more responsible in completing their work in a timely and quality manner. Discipline helps employees to stay focused and productive at work, reducing error rates and improving overall work effectiveness.

### **Effect of Employee Placement (X1) and Employee Discipline (X2) on Employee Performance (Y)**

In this study simultaneously on the independent variables (independent) together Employee placement (X1) and work discipline (X2) found that the calculated F value is 121.570 and a significance value of 0.000. Due to the calculated F value of  $121.570 > 3.09$  F table and a significance value of  $0.000 < 0.05$  probability value, the result obtained is that  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a positive and significant influence between the babas (independent) variables together Placement of employees (X1) and work discipline (X2) on employee performance (Y) at PT. Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city.

The results of this study are in line with what was done by Azzahra & Kamil (2024) showing that the independent variables of job placement and work discipline simultaneously have a significant influence on employee performance. Good employee placement increases efficiency and productivity, and high work discipline increases focus, accountability, and compliance with company regulations.

Based on this research, several steps that can be applied by companies to improve employee performance through proper placement and good work discipline. need to

ensure that competency-based employee placement policies are implemented so that employees can work in accordance with their fields. enforce work discipline rules by providing incentives to employees who show high levels of discipline and provide sanctions to those who violate the rules.

The results of the study simultaneously show that employee placement and work discipline have a positive and significant effect on employee performance. Although partially employee placement is not significant, in combination with work discipline, both have a significant effect on improving performance. This shows that employee performance is influenced by the interaction between several factors simultaneously. the third problem in problem identification can also be stated to have been solved, Declining employee performance which began to adversely affect the Company in the near future proved to be influenced by the variables studied and had an impact on the company.

### CONCLUSION

Based on the results of research that has been conducted on the effect of employee placement and work discipline on employee performance, the following conclusions can be drawn.

1. There is an insignificant effect of employee placement on employee performance at PT Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city.
2. There is a positive and significant effect of work discipline on employee performance at PT. Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city.
3. There is a simultaneous positive and significant influence / together employee placement and work discipline on employee performance at PT. Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city.

### Suggestions

Based on the research results, discussion and conclusions obtained, the suggestions obtained are given as follows.

1. It is suggested to PT Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city that the company must improve the suitability of work positions with employees' expertise and educational background to optimize the effectiveness of employee placement.
2. It is suggested to PT Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city that the company needs to increase awareness of work discipline among employees by providing better understanding, training and supervision.
3. It is suggested to PT Cemindo Gemilang TBK - Semen Merah Putih Bengkulu city that the Company provide training to employees in improving expertise in the given placement and provide a stern warning as discipline to achieve the performance that the Company requires.
4. For researchers, further research needs to be done to analyze other factors that are more dominant in influencing employee performance, such as work motivation, job satisfaction, organizational culture, and leadership.



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