



The Effect of Job Placement and Psychological Well-Being on Employee Performance with Organizational Commitment as Mediator at PNM Lampung Regional Branch 1

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ARTICLE INFO

Keywords: Job Placement, Psychological Well-being, Organizational Commitment, Employee Performance

Received : 21 June

Revised : 23 July

Accepted: 23 Agustus

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ABSTRACT

This study aims to determine the effect of job placement and psychological well-being on employee performance with organizational commitment as a mediator at PNM Lampung Regional Branch 1. This study uses a quantitative approach with an explanatory research type. This study is causal because it seeks to explain the cause-and-effect relationship between variables using a cross-sectional design. The unit of analysis in this study is individual employees of PT Permodalan Nasional Madani (PNM) Lampung Regional Branch 1. Each respondent provided data on their perceptions through a questionnaire based on the Likert scale. The population consisted of 558 employees, and a total sampling (census) method was used, where all members of the population were included as respondents. Data analysis was conducted using SEM-PLS with the assistance of SmartPLS software. The results of this study indicate that the better the job placement, the higher the performance, the better the psychological well-being, the higher the performance, the better the job placement, the higher the organizational commitment, the better the psychological well-being, the higher the organizational commitment, the higher the organizational commitment, the higher the employee performance, organizational commitment mediation can strengthen the influence of job placement on employee performance, organizational commitment mediation can strengthen the influence of psychological well-being on employee performance

INTRODUCTION

PT Permodalan Nasional Madani or better known as PNM, is a financial institution established by the Indonesian government with the aim of supporting the development of Micro, Small and Medium Enterprises (MSMEs) in the country. PT Permodalan Nasional Madani has a number of advantages that make it a key partner for the advancement of the MSME sector. The selection of PT Permodalan Nasional Madani as the subject of this research is based on its dominance over similar institutions in terms of MSME financing. Through its extensive network, PT Permodalan Nasional Madani has established service centers in various parts of Indonesia. In addition, collaboration with various institutions, including commercial banks, has been established to expand the range of services for MSMEs. PT Permodalan Nasional Madani Lampung Branch Regional Lampung1 Year 2025 was chosen as the subject of the research because PT Permodalan Nasional Madani Lampung Branch 1 is spread across two Provinces, namely Lampung and Bengkulu Provinces. Lampung Province consists of four regions, namely Lampung Regional 1, Lampung Regional 2, Lampung Regional 3 and Lampung Regional 4. As for Bengkulu Province, there is Bengkulu Regional. The psychological well-being of employees of PT Permodalan Nasional Madani Lampung Regional Branch Lampung1 in 2025 can be seen in the following table

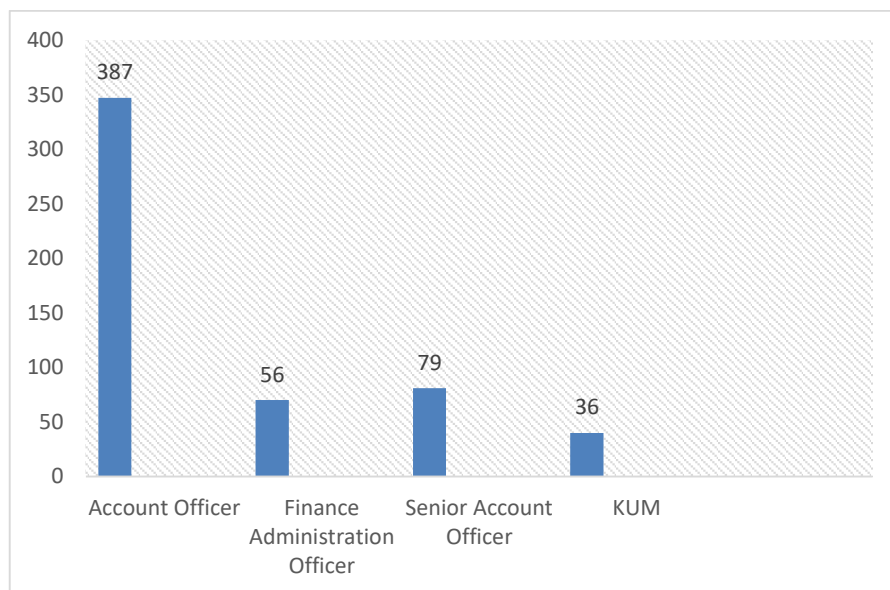
Table 1. Psychological well-being of employees of PT Permodalan Nasional Madani Lampung Branch 1 Year 2025

No	Category	Description
1	Work Environment	Collaboration between teams goes well
2	Career Development	Employees receive training and self-development programs, namely the KS program and Aspect program (employee aspirations and learning).
3	Recognition	Employees receive financial awards that are paid once every 3 months. Receive non-financial awards, namely religious and non-religious tourism rewards abroad and within the country for employees with high achievement and loyalty.

PT Permodalan Nasional Madani Lampung Regional Branch Lampung1 Year 2025 from the data it is known that the psychological well-being of employees has been well considered and even well scheduled. There are three categories of psychological well-being of employees of PT Permodalan Nasional Madani Lampung Regional Branch Lampung1 Year 2025, namely the category of work environment, employee development, and employee self-recognition. PT Permodalan Nasional Madani is a financial entity that has an extensive network, and not only focuses on providing funds for MSMEs, but also implements training programs to improve the capabilities and skills of its clients. The scale of the programs run by PT Permodalan Nasional Madani is also driven by young

leaders. The unit leader at PT Permodalan Nasional Madani is led by the Head of the Mekaar Unit (KUM). So that the focus of this research is on leaders in the company PT Permodalan Nasional Madani with the position of Head of Mekaar Unit (KUM). From the initial data obtained by the author, it appears that the leadership of PT Permodalan Nasional Madani is carried out by individuals aged between 21 and 28 years. Employee data along with the age of PT Permodalan Nasional Madani Lampung Branch 1 employees can be presented in the following table

Table 2. Employee Data of PT Permodalan Nasional Madani Lampung Regional Branch Lampung 1 Year 2025



This graph shows a pyramidal organizational structure, where positions with direct responsibility for clients or customers, such as Account Officers, dominate the number of employees. Meanwhile, positions that are more specific or at the managerial level have fewer employees. This pattern is common in many organizations, where more manpower is placed at the operational level to support the effectiveness and efficiency of direct services, able to complete tasks with efficiency and excellent quality. This results in more optimized results for the company as a whole. Employees operate with high quality and work tempo, significantly contributing to the improvement of the company's operational efficiency. They are able to complete tasks within set time limits, and at the same time, optimize the utilization of valuable resources such as time, energy, and materials. The presence of satisfied employees also has a positive effect in the context of retention, where they rarely seek job opportunities elsewhere. The positive attitude of employees can strengthen the company's positive image in the eyes of customers, prospective employees, business partners, and society as a whole. According to (Meilia & Setyowati, 2016); (Trijaya & Safaria, 2023); Kim et al (2018) said employees with strong psychological capital tend to feel satisfied and happy with their work. Employees who feel satisfaction with their jobs tend

to perform better when working in teams and are able to collaborate efficiently with peers.

Commitment is strongly related and linked to the organization at an emotional level. There are employees who have a high commitment to the company, namely by having a strong belief and acceptance of the goals and values of the organization, a strong willingness to work for the organization and a strong desire to remain a good employee at the company. Employees who have a high spirit of commitment will be more comfortable in their environment and loyal to their work. This has a reason, namely that in the soul there is enthusiasm in doing his job, it will improve employee performance. According to (Maranata et al., 2023) Affective organizational commitment affects employee performance. According to (Indranata & Safaria, 2023); Siong, H.C., & Zulkifli, W.A. (2020). Organizational commitment is usually divided into three main types: affective commitment (emotional), continuance commitment (due to need or dependence), and normative commitment (due to obligation). Research shows that not all types of commitment have the same impact on performance. Affective commitment tends to be more positively related to employee performance, while continuance or normative commitment is more often found to have a weak or even negative correlation with performance.

The importance of this study is to explore how job placement and psychological well-being can affect employee performance, as well as how organizational commitment acts as a mediating variable that connects these relationships. Given the challenges faced by PT PNM Lampung Branch in improving employee performance, job placement is one of the important factors in the world of work that often creates its own dynamics, especially in an organizational environment such as PNM Lampung Branch Lampung Regional Lampung 1. One of the most striking differences in terms of job placement between city and regency areas lies in the amount of wages received by employees. The wages given in the city area tend to be higher than those in the regency, even though the work responsibilities may be equal or even heavier in the regency. In addition to the difference in wages, the work challenges in the two regions are also very different. In urban areas, employees are faced with customers who tend to be more critical and assertive, which requires higher communication skills. However, work in cities is supported by good road access, more stable security conditions, and the ease of reaching potential customers. In contrast, in districts, the main challenge lies in infrastructure limitations such as damaged roads, lower levels of security, and lower levels of customer education, which requires a more intensive approach to understanding.

In terms of psychological well-being, the difference in placement also has a significant impact. Employees often experience internal conflicts within the team, whether due to differences in opinion, seniority, or different lifestyles from one region to another. The work culture and communication style between cities and regencies show quite striking differences. For example, in urban areas, there is a tendency to be more flexible in working hours, including utilizing work time for personal purposes such as hanging out at cafes. Meanwhile, in regencies, time discipline is stricter due to working conditions that demand full presence in the field. This difference in lifestyle, communication, and work culture between cities

and regencies poses its own challenges, both internally (among coworkers) and externally (relationships with customers). This situation can indirectly affect employee performance, especially if it is not balanced with proper management in terms of job placement, psychological well-being, and commitment to the organization. this study aims to provide deeper insight into these factors and provide strategic recommendations for company management. The objectives of this study are:

1. To determine the effect of job placement on employee performance at PT Permodalan Nasional Madani Lampung Regional Branch Lampung 1.
2. To determine the effect of psychological well-being on employee performance at PT Permodalan Nasional Madani Lampung Regional Branch Lampung 1.
3. To determine the effect of job placement on organizational commitment at PT Permodalan Nasional Madani Lampung Regional Branch Lampung 1.
4. To determine the effect of psychological well-being on organizational commitment at PT Permodalan Nasional Madani Lampung Branch 1.
5. To determine the effect of Organizational Commitment on Employee Performance at PT Permodalan Madani Lampung Regional Branch Lampung 1.
6. To determine the effect of organizational commitment as a mediating variable between job placement and employee performance at PT Permodalan Nasional Madani Lampung Branch Lampung Regional Lampung 1.
7. To analyze the effect of organizational commitment as a mediating variable between psychological well-being and employee performance at PT Permodalan Nasional Madani Lampung Regional Branch Lampung 1.

LITERATURE REVIEW

Employee Performance

Performance is the result of work that can be achieved by a person or group of people in an organization (Bernardin & Russell, 2018). Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. So that employee performance is important for every organization / company. Bernadin & Russell in the journal (Pratiwi & Sulistiyani, 2021) state that employee performance is a record of production results in certain job functions or activities over a certain period of time. According to (Dessler in the journal (Pratiwi & Sulistiyani, 2021) states that "employee performance (work performance) is the employee's actual performance compared to the performance that Performance can also be used to show company output, tools, management functions (production, marketing, finance) or the output of an employee. Performance is the result of a job that has a close relationship with the main objectives of the organization, customer satisfaction, and contributes to the economy.

The indicators used in the employee performance variable according to (Bernadin and Russell in the journal (Pratiwi & Sulistiyani, 2021), namely:

1. Quality, namely the extent to which the process or results of carrying out activities are close to perfection or close to the expected goal.
2. Quantity, is the amount produced, for example the number of rupiah, the number of units, the number of activity cycles completed.
3. Timeliness, which is the extent to which an activity is completed at the desired time, taking into account the coordination of other outputs and the time available for other activities.
4. Cost effectiveness, i.e. the extent to which the use of resources (human organization, finance, technology and materials) is intended to achieve the highest results or reduction of losses from each unit of resource use.
5. Need for supervisor, is the degree to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent undesirable actions.
6. Interpersonal impact, which is the extent to which employees or employees maintain self-esteem, good name and cooperation among coworkers and subordinates.

In carrying out their duties, every employee must experience things that will affect their performance, according to Gibson in the journal (Pratiwi & Sulistiyani, 2021) there are 3 factors that can affect performance, namely:

1. Individual Factors

Individual factors include: abilities, skills, family background, work experience, social level and demographics of a person.

2. Psychological Factors

Psychological factors include: perception, role, attitude, personality, motivation, work environment, commitment and job satisfaction.

3. Organizational Factors

Organizational factors include: organizational structure, job design, leadership and reward system. The performance of a good employee if:

Job Placement

Job placement is an important process in human resource management that refers to the assignment of employees to positions that match their skills, expertise, and interests. a process in human resource management that involves assigning employees to specific positions or jobs within an organization, based on their qualifications, skills, interests, and the needs of the organization. Job placement aims to place the right person in the right position, so as to increase productivity, effectiveness, and job satisfaction for both individuals and organizations. (Jiang et al., 2019; Mellahi & Collings, 2020). Proper placement allows employees to work more effectively and efficiently, increases job satisfaction, and reduces stress levels that can affect performance according to (Sofyanty & Setiawan, 2020) (Pradhan & Jena, 2021). Placements that do not match employees' skills and preferences can lead to job dissatisfaction, decreased motivation, and lower performance (Deng et al., 2020),. According to Allen and Meyer (2020), proper job placement can have a positive effect on organizational commitment, because employees feel valued and competent in carrying out their duties. At PT Permodalan Nasional Madani (PNM) Lampung Branch, proper job

placement is a major factor in improving employee performance, because it can increase employee confidence and satisfaction at work. Job placement is a process that places employees in certain positions or positions that match their skills, expertise, and interests. Proper placement can improve performance, job satisfaction, and also overall employee well-being (Jiang et al., 2019; Mellahi & Collings, 2020).

Indicators of Job Placement are

1. **Skill Suitability:** Employees are placed according to the skills and competencies they have.
2. **Job Description Clarity:** A clear job description of the employee's responsibilities and duties.
3. **Fulfillment of Employee Expectations:** Job placements that fulfill employees' expectations and aspirations for the work they do.

Psychological Wellbeing

Psychological well-being refers to a state of mental well-being that includes aspects such as happiness, life satisfaction, and work-life balance. Good psychological well-being can improve employees' quality of life and contribute to improving their performance (Demerouti & Bakker, 2021). Employees with maintained psychological well-being tend to have higher levels of motivation and can cope better with work pressure, which in turn will improve their performance (Sonnentag & Fritz, 2021).

Kim et al (2018) explained that there are six dimensions of psychological well-being, which are as follows.

1. **Self-acceptance,** Self-acceptance is a concept that describes an individual's positive attitude towards himself.
2. **Positive relations with others,** Employees who are able to foster positive relationships with others are characterized by their ability to be warm and trusting in interacting with others.
3. **Autonomy,** Autonomy refers to an individual's capacity to make decisions independently, think critically in the face of social pressure, and behave in accordance with their personal values.
4. **Environmental mastery,** The ability to master the environment reflects the employee's proficiency in managing the workplace environment.
5. **Personal growth,** Psychological well-being also includes an individual's ability to go through various stages of development with self-confidence, openness to new experiences, and awareness of the potential contained in oneself.
6. **Purpose in life,** Purpose in life refers to a condition in which employees have a clear purpose in life and are able to manage themselves well.
7. **Organizational commitment**

Organizational commitment is the level of emotional attachment, loyalty, and sense of responsibility of employees to the organization where they work. conditions where employees are very interested in the goals, values, and objectives of their organization. Furthermore, organizational commitment means more than just formal membership, including an attitude of liking the organization and a willingness to put in a high level of effort for the benefit of

the organization for the achievement of goals (Saks, 2021). According to Meyer and Allen (2022), organizational commitment consists of three main dimensions: affective (emotional commitment), sustainable (commitment due to cost considerations), and normative (commitment due to social or moral norms). Employees who have high organizational commitment will try harder to achieve organizational goals and work more efficiently. Research shows that organizational commitment acts as an important mediator in the relationship between factors such as job placement, psychological well-being, and employee performance. Employees who have the right job placement and good psychological well-being tend to be more emotionally attached to the organization, which will encourage them to contribute more towards achieving organizational goals (Meyer & Allen, 2022). Therefore, organizational commitment is an important variable in understanding how job placement and psychological well-being can improve employee performance.

Organizational commitment refers to the extent to which employees feel emotionally attached to the organization and are willing to go the extra mile to achieve organizational goals. This commitment can act as a mediator between job placement, psychological well-being, and employee performance (Saks, 2021). Indicators of Organizational Commitment:

1. **Affective Commitment:** Employees feel bound to the organization because they share the same values and feel emotionally compatible with the organization.
2. **Normative Commitment:** Employees feel an obligation to stay in the organization due to moral or social factors.
3. **Bound to the Organization (Continuance Commitment):** Employees stay in the organization because they feel they have no other choice.

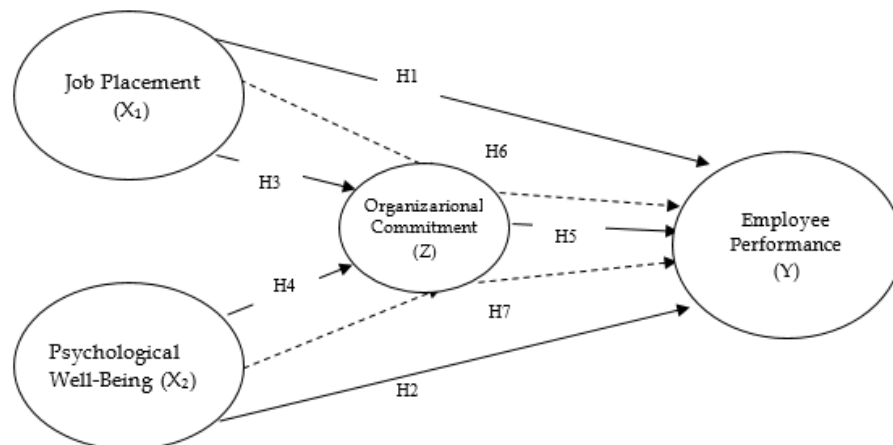


Figure 1. Conceptual Framework

Hypothesis

1. H1 : Job Placement Has a Positive and Significant Effect on Employee Performance at Pt Permodalan Nasional Madani Lampung Branch 1
2. H2 : Psychological Well-Being Has a Positive and Significant Effect on Employee Performance at Pt Permodal Nasional Madani Lampung Branch 1

3. H3: Job Placement Has a Positive and Significant Effect on Organizational Commitment at Pt Permodalan Nasional Madani Lampung Branch 1
4. H4: Psychological Well-Being Has a Positive and Significant Effect on Organizational Commitment at Pt Permodal Nasional Madani Lampung Branch 1
5. H5: Organizational Commitment Has a Positive and Significant Effect on Employee Performance at Pt Permodal Nasional Madani Lampung Branch 1
6. H6: Organizational Commitment Positively and Significantly Mediates Job Placement to Employee Performance at Pt Permodalan Nasional Madani Lampung Branch 1
7. H7: Organizational Commitment Positively and Significantly Mediates Psychological Wellbeing to Employee Performance at Pt Permodal Nasional Madani Lampung Branch

METHODOLOGY

Research design is a framework or plan used to direct the process of collecting, analyzing, and interpreting data to answer research questions. This study uses a quantitative approach with explanatory research, which is research that aims to explain the causal relationship between variables through hypothesis testing that has been formulated based on theory. The quantitative approach was chosen because this research focuses on measuring variables numerically and testing the relationship between variables using statistical methods. This type of explanatory research is used to test the extent to which the independent variables (psychological well-being and job placement) affect the dependent variable (employee performance) either directly or through the mediating variable (organizational commitment). This research uses a cross-sectional design, where data collection is carried out at one specific point in time. This approach is used to capture a picture of the relationship between variables in the research period without considering changes in variables over time. The research was conducted at PT Permodalan Nasional Madani (PNM) Lampung Regional 1 Branch, which oversees several Mekaar units in various regions of Lampung. The unit of analysis in this study is individual employees of PT Permodalan Nasional Madani (PNM) Lampung Regional 1 Branch, consisting of various positions, including Account Officer, Finance Account Officer, Head of Mekaar Unit, and Senior Account Officer. The selection of the unit of analysis at the individual level is based on the research objectives that want to understand how employees' perceptions and personal experiences related to psychological well-being, job placement, organizational commitment, and their performance. In this study, the independent variables are Job Placement (X1) and Psychological Wellbeing (X2), the dependent variable is employee performance (Y), the intervening variable is Organizational Commitment (Z).

According to Sugiyono (2016) what is meant by population is a generalization area consisting of subjects or objects that have certain qualities and characteristics that are determined by researchers to study and draw conclusions.

The population is 558 employees. The total sampling method (census) is used where in sampling all members of the population are used as respondents. According to Sugiyono (2016) if the research population is relatively small (less than 1,000 subjects), it is better to use a census (total sampling) than other sampling techniques. This is done to avoid sampling error and ensure that the research results can be fully generalized to the entire population without any part being missed. With consideration of the credibility of the research results so that they are considered more accurate by readers because they cover the entire target population as well as Bank DKI's policy recommendations so that they can use the findings as a basis for strategic decisions, because the data reflects the condition of 100% of relevant employees, the entire population is taken as a sample of 558 respondents. In order to support writing, the type of data used is quantitative data that can be calculated in the form of numbers obtained from PT PNM Lampung Branch which can be calculated, such as the number of employees and other data that support research. And Qualitative data obtained from PT PNM Lampung Branch is not in the form of numbers, such as a general description of the company, questionnaire results, and information obtained from other parties that support the research. The method used in data analysis and hypothesis testing in this study is to use the Structural Equation Model - Partial Least Square (SEM-PLS) method.

Table 3. Research Object

Characteristics	Category	Number	
Gender	Male	33	5,91%
	Women	525	94,09%
	Total	558	100,00%
Education	SMA/SMK	480	86,02%
	Diploma (D3/D4)	9	1,61%
	S1	68	12,19%
	S2	1	0,18%
	Total	558	100,00%
Age	< 19 years old	75	13,44%
	20 - 25 years old	354	63,44%
	26 - 30 years	126	22,58%
	> 30 years	3	0,54%
	Total	558	100,00%
Revenue	< Rp. 3,500,000	430	77,06%
	Rp. 3,500,000 - 5,000,000	97	17,38%
	Rp. 5,000,001 - 5,500,000	22	3,94%
	> Rp. 5,500,000	9	1,61%
	Total	558	100,00%
Domicile	Bandar Lampung	314	56,27%
	Pesawaran	135	24,19%
	South Lampung	74	13,26%
	Other Districts	35	6,27%
	Total	558	100,00%

Work Location	Bandar Lampung	345	61,83%
	Pesawaran	143	25,63%
	South Lampung	70	12,54%
	Total	558	100,00%
Period of Employment	< 1 year	246	44,09%
	1 - 3 years	211	37,81%
	3 - 5 years	69	12,37%
	> 5 years	32	5,73%
	Total	558	100,00%
Position	Account Officer	387	69,35%
	Finance Account Officer	56	10,04%
	Senior Account Officer	79	14,16%
	Head of Mekaar Unit	36	6,45%
	Total	558	100,00%
Unit Name	M.GDT2- Tataan Building 2	13	2,33%
	M.GDTT- Tataan Building	17	3,05%
	M.JTAG- Jati Agung	14	2,51%
	M.JTG2- Jati Agung 2	10	1,79%
	M.JTG3- Jati Agung 3	10	1,79%
	M.KDDG- Kedondong	11	1,97%
	M.KDT2- Kedaton 2	12	2,15%
	M.KDTN- Kedaton	14	2,51%
	M.KILG- Kemiling	20	3,58%
	M.KML2- Kemiling 2	15	2,69%
	M.LBUR- Labuan Ratu	14	2,51%
	M.NGRI- Negeri Katon	11	1,97%
	M.NTAR- Natar	5	0,90%
	M.NTR2- Natar 2	9	1,61%
	M.NTR3- Natar 3	12	2,15%
	M.NTR5- Natar 5	10	1,79%
	M.PDC2- Padang Cermin 2	11	1,97%
	M.PDCR- Padang Cermin	12	2,15%
	M.RJBA- Rajabasa	16	2,87%
	M.SKB2- Sukabumi 2	14	2,51%
	M.SKBM- Sukabumi	21	3,76%
	M.TBB2- Teluk Betung Barat 2	10	1,79%
	M.TBBT- West Betung Bay	16	2,87%
	M.TBI2- Teluk Betung Timur 2	10	1,79%
	M.TBS2- Teluk Betung Selatan 2	13	2,33%
	M.TBSL- South Betung Bay	17	3,05%
	M.TBTM- Teluk Betung Timur	13	2,33%
M.TBU2- North Betung Bay 2	14	2,51%	
M.TBU3- North Betung Bay 3	19	3,41%	
M.TBUT- North Betung Bay	22	3,94%	

M.TJKP- Tanjung Karang Pusat	17	3,05%
M.TJS2- Tanjung Senang 2	16	2,87%
M.TJSN- Tanjung Senang	17	3,05%
M.TKBR- Tanjung Karang Barat	17	3,05%
M.TKN2- Teluk Pandan 2	15	2,69%
M.TKPN- Teluk Pandan	16	2,87%
M.WYHL- Way Halim	18	3,23%
M.WYKH- Way Khilau	7	1,25%
M.WYLM- Way Lima	14	2,51%
M.WYRT- Way Ratai	16	2,87%
Total	558	100,00%

RESULTS AND DISCUSSION

Convergent Validity

Convergent validity measures the extent to which indicators that are supposed to measure the same construct are highly correlated. Convergent validity evaluation criteria can be seen from outer loadings. According to Hair et al (2021), the ideal criteria for the loading factor value ≥ 0.7 indicates that the indicator variance explained by the construct reaches 49% ($0.70^2 = 0.49$) which is considered quite large in multivariate analysis. Values <0.70 should be removed because of their weak contribution to the construct.

Table 4. Loading Factor Value

	Psychological Wellbeing	Employee Performance	Organizational Commitment	Job Placement
x1.10				0,894
x1.11				0,841
x1.12				0,877
x1.2				0,702
x1.3				0,764
x1.4				0,820
x1.5				0,881
x1.6				0,891
x1.7				0,877
x1.8				0,880
x1.9				0,890
x2.1	0,805			
x2.10	0,882			
x2.11	0,768			
x2.12	0,887			

x2.1 3	0,897			
x2.1 4	0,869			
x2.1 5	0,896			
x2.1 6	0,869			
x2.1 7	0,844			
x2.1 8	0,849			
x2.2	0,760			
x2.3	0,820			
x2.4	0,802			
x2.5	0,827			
x2.6	0,799			
x2.7	0,741			
x2.8	0,829			
x2.9	0,833			
y1		0,861		
y10		0,845		
y11		0,881		
y12		0,807		
y13		0,878		
y14		0,897		
y15		0,922		
y16		0,884		
y17		0,894		
y2		0,868		
y3		0,844		
y4		0,870		
y5		0,887		
y6		0,869		
y7		0,888		
y8		0,873		
y9		0,882		
z1			0,829	
z10			0,841	
z2			0,858	
z3			0,898	
z4			0,875	
z5			0,895	
z6			0,864	

z7			0,909	
z8			0,907	
z9			0,867	

All indicator statements on the variables of psychological well-being, employee performance, organizational commitment, and job placement have a loading factor value > 0.70 (range 0.702 - 0.922). This indicates that all indicator statements have a strong contribution in measuring their respective constructs

Discriminant Validity

Discriminant validity is a measure of the extent to which a construct in a research model is truly different from other constructs. Discriminant validity is important in SEM-PLS because if it is not met, there could be indicators that measure more than one construct (overlapping construct) and to reduce the risk of interpreting the relationship between variables to be biased

Table 5. Fornell Larcker Criterion

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0,907	0,909	0,926	0,642
Job Satisfaction	0,938	0,939	0,947	0,619
Employee Performance	0,956	0,957	0,961	0,656
Training	0,906	0,912	0,934	0,780

Each construct has a higher correlation with its own indicators than with other constructs. For example psychological well-being: 0.833 > all other correlations (0.813, 0.831, 0.786). This indicates discriminant validity is met.

Table 6. HTMT

	Psychological Wellbeing	Employee Performance	Organizational Commitment	Job Placement
Psychological Wellbeing				
Employee Performance	0,872			
Organizational Commitment	0,854	0,861		
Job Placement	0,873	0,868	0,843	

Hair et al (2021) state that the criteria $\leq 0.85 \rightarrow$ strict criterion, $\leq 0.90 \rightarrow$ general limit (liberal criterion). The HTMT value ranges from 0.843 - 0.873. All ≤ 0.90 , thus meeting the general criterion, there are some close to the 0.85 limit, but still safe within the general standard. This shows that there are no pairs of constructs that have correlations between indicators that are too high so that they do not potentially indicate discriminant problems

Construct Reliability and Validity

According to Hair et al (2021), there are three main tests in this section:

1. Cronbach's Alpha, serves to measure internal consistency, namely whether the indicators in the construct produce consistent answers from respondents. General criteria ≥ 0.70 ($\geq 0.80 =$ good; $\geq 0.90 =$ very good)
2. Composite Reliability (CR), serves to measure construct reliability by considering the actual weight of each indicator (does not assume the same weight as Cronbach's Alpha). General criteria ≥ 0.70 (0.70-0.90 = satisfactory; $> 0.95 =$ indication of indicator redundancy)
3. Average Variance Extracted (AVE), serves to measure the extent to which indicators that measure the same construct are highly correlated with each other. General criteria ≥ 0.50 (means that the construct is able to explain $\geq 50\%$ of the indicator variance)

Table 7. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Psychological Wellbeing	0,974	0,975	0,976	0,694
Employee Performance	0,981	0,981	0,982	0,764
Organizational Commitment	0,966	0,967	0,970	0,765
Job Placement	0,961	0,964	0,966	0,721

In Cronbach's alpha, all constructs have a value $> 0.96 \rightarrow$ very high category, in composite reliability, all constructs have a CR above 0.966 indicating a very high level of reliability and the contribution of indicators to the construct is very even and consistent. In AVE, all AVE > 0.50 which meets the criteria and shows that the indicators have a good correlation with each other in the same construct

Coefficient of Determination (R²)

The assessment criteria according to Hair et al (2021) are 0.75 and above \rightarrow substantial (very strong); 0.50 - 0.74 \rightarrow moderate (strong enough); 0.25 - 0.49 \rightarrow weak.

Table 8. Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Employee Performance	0,807	0,806
Organizational Commitment	0,735	0,734

Employee performance ($R^2 = 0.807$). A total of 80.7% of the variance in employee performance can be explained by the variables of psychological well-being, job placement, and organizational commitment and is in the substantial category (very strong) because > 0.75 . Organizational commitment ($R^2 = 0.735$). A total of 73.5% of the variance in organizational commitment is explained by psychological well-being and job placement and falls into the moderate category (0.74) very close to substantial (very strong)

Effect Size (f^2)

f^2 shows how much the model's explanatory ability (R^2) decreases when one predictor is removed from the model. The interpretation criteria according to Hair et al (2021) are: $f^2 \geq 0.35 \rightarrow$ large (large); $f^2 \geq 0.15 \rightarrow$ medium (medium); $f^2 \geq 0.02 \rightarrow$ small (small).

Table 9. Effect Size (f^2)

	Psychological Wellbeing	Employee Performance	Organizational Commitment	Job Placement
Psychological Wellbeing		0,129	0,267	
Employee Performance				
Organizational Commitment		0,136		
Job Placement		0,120	0,166	

The greatest influence is on the path leading to organizational commitment with moderate effects, namely the role of psychological well-being (0.267) and job placement (0.166). For the influence leading to employee performance, the effect of each predictor is relatively small - medium (< 0.15).

Predictive Relevance (Q^2)

Q^2 checks the reliability of model predictions through cross-validation (blindfolding) techniques. The criteria are $Q^2 > 0$ (the model has predictive relevance for a particular endogenous construct) while $Q^2 \leq 0$ (the model cannot predict the endogenous variable (not predictive relevant)).

Table 10. Predictive Relevance (Q²)

	SSO	SSE	Q ² (=1-SSE/SSO)
Psychological Wellbeing	10044,000	10044,000	
Employee Performance	9486,000	3696,513	0,610
Organizational Commitment	5580,000	2478,101	0,556
Job Placement	6138,000	6138,000	

Employee performance with Q² = 0.610 indicates the variables of psychological well-being, job placement, organizational commitment are able to predict employee performance indicator scores very well in blindfolding cross-validation. Organizational commitment with Q² = 0.556 shows the model predicts organizational commitment very well based on predictors of psychological well-being and job placement.

Hypothesis Test

Table 11. Hypothesis Test

	Original Sample (O) β	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values
Psychological Wellbeing -> Employee Performance	0,333	0,328	0,114	2,907	0,004
Psychological Well-being -> Organizational Commitment	0,498	0,499	0,065	7,664	0,000
Organizational Commitment -> Employee Performance	0,314	0,314	0,053	5,966	0,000
Job Placement -> Employee Performance	0,307	0,310	0,100	3,086	0,002
Job Placement -> Organizational Commitment	0,393	0,393	0,065	6,008	0,000
Psychological Wellbeing -> Organizational Commitment -> Employee Performance	0,157	0,157	0,035	4,531	0,000
Job Placement -> Organizational Commitment -> Employee Performance	0,124	0,123	0,028	4,338	0,000

Effect of Job Placement on Employee Performance

The value of $\beta = 0.307$ has a moderate positive effect; an increase of 1 unit in the quality of job placement increases performance by 0.307 units. T-Statistic = $3.086 > 1.96$, P-Value = $0.002 < 0.005$ means the effect is significant. Job placement has a positive and significant effect on employee performance (H1 accepted). Proper job placement at PT PNM Lampung Regional 1, such as placing employees according to skills, interests, and experience, contributes positively to performance. Employees who feel their roles are in accordance with their competencies will be more motivated to achieve work targets.

Effect of Psychological Wellbeing on Employee Performance

β value = 0.333 moderate positive effect; every increase of 1 unit of psychological well-being is predicted to increase employee performance by 0.333 units. T-Statistic = $2.907 > 1.96$, P-Value = $0.004 < 0.05$ means the effect is significant. Psychological well-being has a positive and significant effect on employee performance (H2 accepted). These results indicate that improving the psychological well-being of PT PNM Branch Lampung Regional 1 employees significantly contributes to improving performance. In practice, programs that pay attention to mental health, a sense of security at work, and emotional satisfaction of employees will encourage them to work more productively and efficiently.

Effect of Job Placement on Organizational Commitment

β value = 0.393 moderate to large positive effect; an increase of 1 unit of proper job placement increases organizational commitment by 0.393 units. T-Statistic = $6.008 > 1.96$, P-Value = $0.000 < 0.005$ means the effect is significant. Job placement has a positive and significant effect on organizational commitment (H3 accepted). Employees who are placed in appropriate positions tend to be more satisfied and have a strong attachment to PT PNM. They feel that the company appreciates their competence so that a sense of loyalty and willingness to make maximum contributions grows.

Effect of Psychological Wellbeing on Organizational Commitment

The positive effect of $\beta = 0.498$ is quite large; an increase of 1 unit of psychological well-being will increase organizational commitment by 0.498 units. T-Statistic = $7.664 > 1.96$, P-Value = $0.000 < 0.05$ means the effect is significant. Psychological well-being has a positive and significant effect on organizational commitment (H4 accepted). Employees who feel psychologically well at PT PNM Lampung Regional 1 have a higher level of commitment to the organization. This can be seen from their willingness to stay in the company, loyalty to the vision and mission, and active involvement in work programs.

Effect of Organizational Commitment on Employee Performance

The value of $\beta = 0.314$ is a moderate positive effect; an increase of 1 unit of organizational commitment increases performance by 0.314 units. T-Statistic = $5.966 > 1.96$, P-Value = $0.000 < 0.05$ means the effect is significant. Organizational commitment has a positive and significant effect on employee performance (H5 accepted). Employees who have emotional attachment, a sense of pride, and a desire to contribute to PT PNM will show better performance. This effect emphasizes the importance of building internal commitment to drive productivity.

The Role of Organizational Commitment in Mediating the Relationship between Job Placement and Employee Performance

β value = 0.124 positive mediation effect; proper job placement improves performance through organizational commitment by 0.124 units. T-Statistic = 4.338 > 1.96, P-Value = 0.000 < 0.05 means the effect is significant. Organizational commitment positively and significantly mediates job placement on employee performance (H6 accepted). Proper placement makes employees more loyal and attached to the company, which further improves their performance indirectly.

The Role of Organizational Commitment in Mediating the Relationship of Psychological Well-being to Employee Performance

β value = 0.157 positive mediation effect; increased psychological well-being contributes to performance through organizational commitment by 0.157 units. T-Statistic = 4.531 > 1.96, P-Value = 0.000 < 0.05 means the effect is significant. Organizational commitment positively and significantly mediates psychological well-being on employee performance (H7 accepted). This means that part of the effect of psychological well-being on performance occurs because employees who are more prosperous will have higher commitment, and this commitment encourages increased performance.

CONCLUSION AND RECOMMENDATION

The Better the Job Placement, the Higher the Employee Performance of PT PNM Lampung Branch Lampung Regional 1

PT PNM Lampung Branch Lampung Regional Lampung 1 has made the right job placement by considering technical expertise, experience, and understanding of the characteristics of the work area. For example, employees who have persuasive communication skills are placed in areas with a high level of financing competition, so that they are able to establish good relationships with prospective customers and retain old customers.

The Better the Psychological Welfare, the Higher the Employee Performance of PT PNM Lampung Branch Lampung Regional 1

PT PNM Lampung Regional 1 considers psychological well-being as an important role considering the high workload, tight financing targets, and diverse work fields, ranging from urban to remote rural areas. Work units where employees feel valued, supported, and involved in decision-making tend to achieve targets faster. For example, in the Natar unit, open communication between leaders and staff makes employees feel safe to raise issues, so solutions can be found quickly and targets are still achieved.

The Better the Job Placement, the Higher the Organizational Commitment of PT PNM Lampung Branch Regional Lampung 1

Employees who feel they are well-placed tend to show higher loyalty. They rarely apply for a transfer or leave the company, and are more active in company activities outside of routine tasks. This is implemented by employees who are placed in their home region to feel more comfortable because they understand the local culture, so they are able to build stronger relationships with customers.

The Better the Psychological Wellbeing, the Higher the Organizational Commitment of PT PNM Lampung Branch Lampung Regional 1

At PT PNM Lampung Regional 1, this is reflected in units that have internal programs to improve employee well-being, such as mental health support, adequate work facilities, and togetherness activities. For example, the annual employee gathering program is not only a means of recreation, but also strengthens the sense of community, which has implications for increasing employee loyalty to the company. Employees who have high psychological well-being are more likely to show a willingness to work harder, help coworkers, and maintain good relationships with customers, ultimately strengthening their commitment to the company.

The Higher the Organizational Commitment, the Higher the Employee Performance of PT PNM Lampung Branch Lampung Regional 1

Organizational commitment is reflected in the attitude of employees who consistently achieve or even exceed targets, maintain service quality, and take the initiative to solve problems without having to always wait for superior instructions. For example, in the Labuan Ratu unit, employees with high commitment are willing to travel long distances and difficult terrain to meet customers, in order to ensure that the financing process runs smoothly. Highly committed employees also tend to maintain the company's good name in the eyes of the community. They understand that the company's positive reputation directly affects the sustainability of the business, which in turn also affects their job security.

Mediation of Organizational Commitment Can Strengthen the Effect of Job Placement on Employee Performance of PT PNM Lampung Branch Regional Lampung 1

Employees who feel their placement is appropriate will be more motivated to make the best contribution. The right placement makes them feel valued and recognized, which then strengthens their commitment to the company. This high commitment is a key driver of performance, especially in the context of jobs that demand high flexibility. In response to this, PT PNM Lampung Regional 1 places an employee in an area according to their interests and expertise so that they are not only able to achieve targets quickly, but are also willing to help other coworkers to achieve the overall unit target.

Mediation of Organizational Commitment Able to Strengthen the Effect of Psychological Wellbeing on Employee Performance of PT PNM Lampung Branch Lampung Regional 1

Psychologically wellbeing employees tend to develop a higher commitment to the company, which in turn encourages them to perform better. In management literature, this is known as a mediated relationship, where the intermediary variable (organizational commitment) strengthens or bridges the influence of the independent variable on the dependent variable. PT PNM Lampung Regional 1 always tries to keep employees feeling prosperous so that they have a sense of pride in being part of the company, which then encourages them to work harder. This can be seen in units that have internal activities to maintain mental well-being, where employee commitment and performance tend to be more stable despite high workloads.

The statement with the lowest score is x1.2 (I feel that the skills I have have been maximally utilized in my work) with a score of 3.68. This statement recorded the lowest average score among all statements of the job placement variable. Although this score is still in the "agree" category, the level of employee involvement and skill utilization is not optimal. Only 64 respondents (11.47%) strongly agreed, while 9 respondents (1.61%) strongly disagreed. This indicates that there are a number of employees who feel that their potential or skills have not been maximally utilized in carrying out their duties. Possible causes include a lack of identification of individual competencies by superiors, assignments that are routine or administrative in nature and the absence of work rotation or development mechanisms that match employees' interests and abilities. These results signal the importance for management to evaluate the allocation of tasks, so that they are truly in accordance and optimal with the expertise possessed by employees.

The statement with the lowest average value is x2.7 (I feel free to make decisions in accordance with my own values) with an average of 3.68. The average value of 3.68 is also included in the "agree" category, but is the lowest score among all psychological well-being statements measured in this study. This shows that some employees feel less free or not fully free in making decisions that reflect their personal values. Low scores on this dimension may indicate an organizational structure or managerial style that tends to limit independence, or a social pressure/work culture that makes employees have to conform to the dominant norm. Although still in the "agree" category, this score indicates a potential problem with freedom of expression or personal decision-making, which could affect job satisfaction and feelings of control over work, which should be a concern for management to improve decision-making structures, empower employees, and create more free discussion space.

The statement with the lowest average is z1 (I feel proud to be part of this organization) with an average score of 3.64. This statement is part of affective commitment, which relates to emotional attachment to the organization. The lower score on this statement indicates that although employees generally agree, the level of emotional pride in the organization is not very strong. This could be a signal that the organization needs to improve its internal image, respect for employees, and sense of belonging so that employees feel more proud to be part of the company. Companies are advised to strengthen affective commitment through internal branding strategies, involving employees in strategic decisions, and recognizing individual contributions, so that employee loyalty is not only moral and rational, but also emotional.

The statement with the lowest average score is y12 (I don't feel rushed or overwhelmed by the amount of work I have) with an average score of 3.74. This statement relates to workload and stress management. The score of 3.74, although still in the "agree" category, is the lowest among all statements. This means that some employees feel that their workload is high enough to create a feeling of being rushed or overwhelmed. This can have an impact on work-life balance, and reduce job effectiveness and satisfaction in the long run. This problem needs

management's attention, because if it continues, it can lead to burnout, decreased productivity, and employee loyalty. Companies need to review task allocation, work system efficiency, and could also add time and stress management training.

FUTHER STUDY

Although this study has been systematically designed and produced significant findings, there are some limitations that need to be recognized and can be taken into consideration for future research. These limitations include methodological, contextual, and technical aspects, as follows:

1. Research Scope Limited to PT PNM Lampung Regional 1 Area

This research was only conducted on PT PNM employees in Lampung Regional 1, so the results may not be fully generalizable to all PT PNM branches in Indonesia. Differences in regional characteristics, organizational culture, and socio-economic conditions in other regions may affect the relationship between the variables tested.

2. Limited Variables Examined

This research model has not included other variables that theoretically also affect performance, such as leadership style, organizational culture, individual competence, or work motivation. Future research can expand the model by including these variables to get a more comprehensive picture.

3. Differences in Work Unit Characteristics

Although this study covers many units under PT PNM Lampung Regional 1, the analysis has not distinguished in detail the differences in performance and commitment between units by considering local characteristics. In fact, geographical conditions, population density, and customer characteristics in each region can affect the results.

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