

Effect of Individual Characteristics, Work Placement and Work Environment on Employee Performance at PT Post Energy Indonesia Jakarta Office

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ABSTRACT

This study aims to determine the effect of individual characteristics, work placement and work environment on employee performance. There are three independent variables, namely individual characteristics, work placement and work environment to be tested for the effect on the dependent variable, namely employee performance. The population in this study were all employees of PT Post Energy Indonesia Jakarta Office, amounting to 114 people. In this study using simple random sampling and obtained data as many as 57 respondents. The research data used is primary data, which is obtained through the distribution of questionnaires. The analytical tool used is multiple linear regression test. The results showed that: There is a positive and significant influence between Individual Characteristics and Work Environment on Employee Performance, but there is no effect of Work Placement on Employee Performance with a significant value. The results of the coefficient of determination test show that the Adjusted R Square value of 40% of the dependent variable on employee performance can be explained by the independent variables, namely individual characteristics, work placement and work environment, while other factors of 60% are influenced by other variables outside the variables studied

1. INTRODUCTION

In facing competition in the era of globalization, companies are required to have qualified, competent and competitive human resources. The company is an organization consisting of a group of people who work together to achieve certain goals. Human resources in this case, namely employees, are assets for the company because they have an important role in carrying out all company activities so that they can grow and develop to maintain the survival of the company. Given the importance of the role of employees in achieving company goals, it is necessary to have optimal resource management in order to improve employee performance.

Performance is the result of work achieved by someone in carrying out their duties and responsibilities. High employee performance can support organizational productivity so that leaders should always pay attention to improving employee performance for the betterment of the organization. Performance in the current era of globalization needs attention in managing it because if it is not managed properly it can become one of the obstacles to company activities in achieving goals.

PT Post Energy Indonesia is a company engaged in the oil and gas sector. The company was founded in 2007 and domiciled in Jakarta. Since its establishment in 2007, PT Post Energy Indonesia has been committed to serving the demands of the domestic market by providing consumable energy and tools with the highest performance and production in the Gas and Oil industry. Along with entering the era of global competition in this sector, the management of PT Post Energy Indonesia is proud to provide the best service and implement good governance as well as comply with existing regulatory standards and regulations to gain trust and respect.

PT Post Energy Indonesia is committed to fulfilling customer satisfaction and applicable laws and regulations by improving the quality of products and services, preventing work-related accidents and diseases, preventing environmental pollution and implementing a comprehensive Quality



Management and Environmental K3 system in every operational activity of the company. by meeting the standards of ISO 9001:2008, 14001:2008, and OHSAS 18001:2007 which are set and based on a strong commitment in order to successfully achieve company goals.

In carrying out its operational activities, PT Post Energy Indonesia has employees with different duties and responsibilities and are scattered throughout the work area of PT Post Energy Indonesia. In this study, the authors conducted a case study at PT Post Energy Indonesia Jakarta Office with a total of 114 employees. Each employee has a different character and behavior due to several things such as educational background and experience. Differences in character and behavior are called individual characteristics. The diversity of individual characteristics of each employee will affect the course of the company's activities which will have an impact on the results achieved by the company. Employees who have good characteristics will find it easier to complete their work, so that the resulting performance is optimal and has a positive influence on the company. Vice versa, employees who have bad individual characteristics will hinder the company in achieving its goals.

The sustainability of PT Post Energy Indonesia cannot be separated from the role of its employees. Employee performance greatly affects the course of PT Post Energy Indonesia's activities as a company engaged in oil and gas that must have good performance for consumers. The following is data on employee education levels:

Table 1. Education Level of Employees of PT Post Energy Indonesia Jakarta Office

Level of Education	Employees Amount
Senior High School	7
D3	11
S1	90
S2	6
Total	114

Source: Data processed, 2020

Table 1 above shows the various educational levels of employees at PT Post Energy Indonesia Jakarta Office. The data shows that the most recent education level is dominated by S1 which is as many as 90 people out of a total of 114 employees and the least education level is S2, which is 6 people out of 114 employees who work. Different levels of education are one of the individual characteristics that affect the knowledge possessed by employees in carrying out their duties.

In addition to individual characteristics, another factor that can affect employee performance is job placement. Placement is one of the most important aspects for both employees and the company. Job placement is a very decisive process in getting competent employees needed by a company because the right placement in the appropriate position will help the company in realizing the expected goals.

Work environment factors can also affect employee performance. A conducive work environment will provide a sense of security and comfort for employees at work and can have a positive influence on the psychological condition of employees. If the work environment created is not appropriate and does not provide comfort for employees, then of course employees cannot work effectively and efficiently which can have a negative impact on employee performance. A work environment cannot carry out the company's operational activities, but a work environment can have an influence on employees in carrying out operational activities.

A comfortable and harmonious work environment in a company will increase employee morale at work and be able to reduce employee turnover rates. The data obtained regarding employee turnover shows that in 2015 there were 35 employees who left the company and in 2016 there was an increase of 7 employees who left while in 2017 the data showed that there was only a decrease of 1 employee who left when compared to the previous year. The data for employees who enter every year always decreases. The number of employees who leave is not proportional to the applicants received by the company so that the company is not able to replace employees who have left. As a result of this, there is an overlap of work as long as the company has not been able to fill the vacancies that occur. This situation can lead to unstable working conditions which can hinder the company's goals.

The results of Hidayat and Cavorina's research (2017) show that individual characteristics and the work environment have an influence on employee performance. The results of this study are not in line with research conducted by Kridharta and Rusdianti (2017) which shows that individual characteristics have no effect on employee performance, as well as research by Logahan, et al (2012) which shows that the work environment has no effect on employee performance.

The results of research by Bagus and Suana (2010) show that job placement has a positive and significant effect on employee performance. However, this is not in line with the research of Astuti and Bukhari (2018) which shows that work placement does not partially affect the performance of employees at PT Tirta Investama.

The phenomenon that occurs at PT Post Energy Indonesia Jakarta Office can be influenced by several factors such as individual characteristics, work placement and work environment. Based on the previous research that there are still inconsistencies in the influence of individual characteristics on employee performance, the effect of work placement on employee performance and the influence of the work environment on employee performance, the authors are interested in conducting a study entitled "The Influence of Individual Characteristics, Work Placement and Work Environment on Employee Performance. (Study at PT Post Energy Indonesia Jakarta Office)".

The objectives carried out and achieved in this research are:

1. To analyze the effect of individual characteristics on employee performance (Study at PT Post Energy Indonesia Jakarta Office).
2. To analyze the effect of job placement on employee performance (Study at PT Post Energy Indonesia Jakarta Office).
3. To analyze the influence of the work environment on employee performance (Study at PT Post Energy Indonesia Jakarta Office).

Employee performance

Employee performance is the result of employee achievement, both in quality and quantity in carrying out tasks according to their responsibilities (Mangkunegara (2013).

Another opinion about performance was put forward by Fattah (2017) that performance and behavior are interrelated in running the organization according to the established authority. Performance is not only based on results, but is related to independence, consistency with organizational values, understanding of issues related to responsibility, discipline and good communication..

Performance indicators according to Robert and John (2006: 378), among others:

- a. The quantity of the result.
- b. The quality of the results.
- c. The timeliness of the results.
- d. Attendance, namely the presence or absence of employees in the office when entering working hours.
- e. Ability to work together, namely the ability of employees to carry out activities together with other employees in an activity that cannot be done by individuals.

Individual Characteristics

According to Ardana, et al (2008) individual characteristics are attitudes, interests, towards oneself, individual needs, work and work situations, knowledge about work, emotions, abilities or competencies, moods, and feelings of trust.

Meanwhile, according to Hurriyati (2005) individual characteristics are a psychological process that affects individuals in obtaining, consuming and receiving goods and services as well as experiences. Another opinion according to Robbins (2011) suggests that individual characteristics include gender, age, marital status, race, and tenure in the organization.

According to Robbins (2011:171) personality characteristic indicators include:

- a. Attitude
- b. Personality
- c. Motive
- d. Interest or Interest
- e. Past Experience
- f. Hope

Job Placement

Placement according to Mathis & Jackson (2006) is placing a person's position in the right job position, how well an employee in carrying out his work will affect the amount and quality of work. Another opinion about placement was put forward by Badriyah (2017:123) that placement is the wisdom of human resources to determine a person's position or position. This assignment can be in the form of the first assignment for a new employee to be recruited, but it can also be through promotion, transfer and demotion or even termination of employment.

According to Ardana, et al (2012) before placing workers in their place of work, first consider the following indicators:

a. Educational background

Educational background has a close relationship with the results of the selection that has been carried out by human resource managers, someone who has a certain educational background will usually see his achievements in the selection of the field he controls. In other words, the selection results can strengthen and convince human resource managers to place the person concerned in the right place.

b. Work experience

Work experience in the same job that has been experienced before needs attention and consideration in the placement of workers. The fact shows that there is a tendency that the longer they work, the more experience they have.

c. Physical and Mental Health

Physical and mental health factors need to be considered in the placement of workers because without careful consideration, things that can harm the company will certainly appear.

d. Marital status

To know the marital status of workers is very important. In addition to the interests of the workforce, it is also a consideration for labor managers in placing the workers concerned.

e. Age Factor

In the context of manpower placement, the working age factor that passes the selection needs to be considered. This is to avoid the low productivity of the workforce concerned.

f. Gender Factor

The gender of the workforce needs to be taken into consideration in the opportunity.

g. Interests and Hobbies

In the placement of workers, it is necessary to consider the interests and hobbies concerned. A person will work diligently, diligently, disciplined and productive if what he is doing is done well according to his interests and hobbies.

Work environment

The work environment is the entire material and tools found in the environment around a person's work, work methods and work arrangements both as individuals and as a group.:

a. Physical Work Environment

b. Non-Physical Work Environment

According to Sedarmayanti (2009) the indicators of the work environment consist of:

1. Illumination or Light

2. Air Temperature

3. Noise

4. Bad Smell

5. Security

Previous Research

Based on the results of previous research regarding the influence of individual characteristics, work placement and work environment on employee performance, the following Table 2 of previous research:

Table 2. Previous Research

No	Study	Variable				Results
		Independent			Dependent	
		Characteristics Individual (XI)	Placement Work (X2)	Environment Work (X3)	Performance Employee (Y)	
1	Hidayat dan cavorina(2017).Journal of Businezz Administration Vol.1 No2.187-197	X			X	Positive Significal
				X	X	Positive Significal
2	Kridharta and Russianti (2017). Ricet's Journal of Economics and Business, Vol. 10, No. 3	X			X	Not Significal
3	Wijaya and Suana (2013) E Journal of Management Udayana University, Vol 2. No.10, 1311-1332		X		X	Positive Significal
4	Logahan, Tjoe and Naga (2012). Binus Busness Review. Vol3, No. 1,573 536			X	X	Not Significal
5	Syaifuddin (2017). Expert Journal of Business and Management. Vol, 5, 83 90	X			X	Positive Significal
6	Kavoo-Linge dan Kiruri (2013). International 6Journal of Business and Social Science, Vol. 4 No. 1		X		X	Positive Significal
7	Ferzadia na (2016). 7 Ekonomia, Vol.3, No. 1, 423-431			X	X	Positive Significal
8	Asadi and Bukhari (2018). Indonesian Science Management Riser Journal, Vol. 9, No.1		X		X	

Research Framework

Based on the above research objectives regarding the Influence of Individual Characteristics, Work Placement and Work Environment on Employee Performance, the researchers conducted this study to prove whether there is a relationship between these variables. In this study, researchers used the independent variables, namely individual characteristics, work placement and work environment, while the dependent variable in this study was employee performance.

The relationship between the influence of individual characteristics and the work environment

on employee performance is conveyed through the results of research from Hidayat and Cavorina (2017). This is reinforced by Ferzadiana (2016) in his research that the work environment has a positive and significant influence on employee performance. The relationship between the effect of job placement on employee performance is supported by research conducted by Wijaya and Suana (2010) which is the results of the study show that job placement has a positive and significant effect on employee performance.

Based on the explanation above, the framework of thinking in Figure 1 can be described as follows:

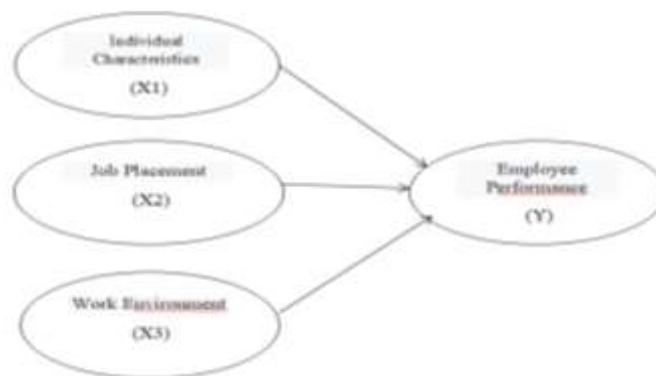


Fig 1. Research Framework

Based on the above framework and previous research, the authors make the following hypotheses:

Hidayat and Cavorina (2017) in their research say that individual characteristics have an influence on employee performance. This opinion is not in line with the results of research conducted by Kridharta and Rusdianti (2017) that individual characteristics have no influence on employee performance. Thus, based on the explanation of previous research, the authors formulate the following hypothesis:

H1: Individual characteristics have a positive and significant effect on employee performance.

Wijaya and Suana (2010) in their research which states that placement has a positive and significant influence on employee performance. Contrary to this, according to Astuti and Bukhari (2018) that work placement has no significant effect on employee performance. Thus, based on the explanation of previous research, the authors formulate the following hypothesis:

H2: Work Placement has a positive and significant effect on Employee Performance.

Bu

The Effect of Work Environment on Employee Performance

Kusniawan and Aris (2016) in their research present data that the work environment has a positive and significant influence on employee performance. This is reinforced by Ferzadiana (2016) who says that the work environment has a positive and significant influence on employee performance. Not in line with the opinion above, according to Logahan, et al (2012) that based on the results of research conducted shows that the work environment has no effect on employee performance. Thus, the authors formulate the following hypothesis:

H3: Work environment has a positive and significant effect on employee performance.

2. METHOD

The population in this study were all employees at PT Post Energy Indonesia Jakarta Office, amounting to 114 people. After calculating using the Slovin formula with a critical value of 10%, a sample of 57 people was obtained. The selection of the questionnaire method in this study was to obtain accurate data directly from the sources who would be asked for data. Data analysis of this study was assisted with SPSS software (Vikaliana & Irwansyah, 2019).

3. RESULTS

Research Object Description

Since its establishment in 2007, Post Energy Indonesia has been committed to serving the demands of the domestic market by providing consumable energy and tools with the highest performance and production in the Gas and Oil industry. The products produced by Post Energy Indonesia are Natural Gas, Fuel Oil, Gas Compressors and Fuel Gas Conditioning Units. PT Post Energy Indonesia is headquartered on Jl. Proclamation No.46, Kel. Pegangsaan - Kec. Menteng, Central Jakarta 10320, Indonesia by corporate email: inquiry_ind@post-energy.com.

Normality test

The normality test used in this study is to use a normal probability plot graph analysis to see if the residual value is normally distributed. If the points on the graph are close to or around the diagonal axis, then the assumption of normality is met. The following are the results of calculations using SPSS:

Normal P-P Plot of Regression Standardized Residual

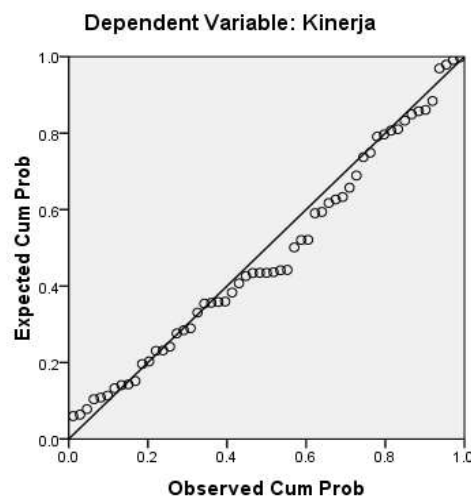


Fig 2. Normality test
Source: Processed Results SPSS

Based on the graph above, it can be concluded that the data used in this study is normally distributed.

Heteroscedasticity Test

To find out whether the data is in homogeneous conditions (data scattered in one focus of distribution) or heterogeneous data radiated to form heterogeneity, a scatterplot graph using SPSS is used with the following results:

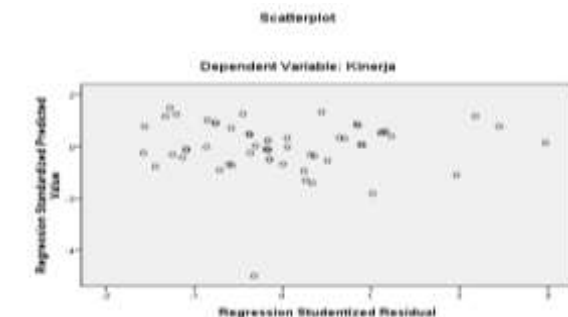


Fig 3. Heteroscedasticity Test
Source: Processed Results SPSS

Data analysis of the output of the scatterplot graph above, it was found that the points spread below and above the number 0 on the Y axis and also do not have a regular pattern. It can be concluded that the independent variable does not occur heteroscedasticity.

Multicollinearity Test

The following are the results of calculations using SPSS:

Table 3. Multicollinearity

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	9.733	5.193		1.874	.066		
Individual Characteristics	.326	.144	.266	2.260	.028	.774	1.292
Job Placement	.009	.058	.018	.160	.873	.888	1.126
Work environment	.363	.084	.494	4.305	.000	.813	1.230

a. *Dependent Variable: Employee performance*

Source: Processed Results SPSS

From the table above, it can be seen that the VIF value for the three independent variables is < 10 with details of the individual characteristic variable being 1.292 < 10, the work placement variable being 1.126 < 10, while the work environment variable is 1.230 < 10. Likewise, the tolerance value for each The independent variables are individual characteristics of 0.774 > 0.10, work placement is 0.888 > 0.10 and the work environment is 0.813 > 0.10 which means that it can be concluded that all independent variables do not occur multicollinearity. It can be concluded that the regression model is good for seeing the effect of the independent variable on the dependent variable.

Autocorrelation Test

The autocorrelation test in this study used the Durbin Watson test (DW test). The following is the output of the autocorrelation test with SPSS:

Table 4. Autocorrelation Test

Model	Model Summary ^b				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.705 ^a	.497	.458	3.19381	1.819

a. *Predictors: (Constant), Individual Characteristics, Job Placement, Work environment*

b. *Dependent Variable: Employee performance*

Source: Processed Results SPSS

Based on the results of the autocorrelation test above, it is known that the model studied has a total of 57 samples of respondents, with the number of independent variables as much as 3. The lower limit value (dL) obtained is based on the number of respondents and the number of independent variables is 1.4637 with an upper limit (dU) of 1.6845. While the 4-dL value obtained is 2.5363 and the 4-dU value is 2.3155. The Durbin Watson test results obtained from the test are 1.819. The Durbin Watson value is in the dU < dw < 4-dU area or in the area where there is no autocorrelation. It can be concluded that the resulting model is free from autocorrelation problems.

Hypothesis testing

The following are F test (model feasibility) results using SPSS:

Table 5. F Test Results (Model Feasibility)

<i>ANOVA^b</i>						
<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	448.877	3	149.626	13.448	.000 ^a
	<i>Residual</i>	589.684	53	11.126		
	<i>Total</i>	1038.561	56			

a. *Predictors: (Constant), Individual Characteristics, Job Placement, Work environment*
b. *Dependent Variable: Employee performance*

The calculated F (sig.) in table 4.55 is 0.000 < 0.05 so it can be concluded that the estimated model is feasible to use to explain the effect of individual characteristics, work placement and work environment on employee performance at PT Post Energy Indonesia.

Multiple Linear Regression Analysis

The results of data management in this study used the SPSS program, which summary of the results can be described as follows:

Table 6. Multiple Linear Regression Analysis Test Results

<i>Coefficients^a</i>						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	<i>(Constant)</i>	9.733	5.193		1.874	.066
	<i>Karakteristik</i>	.326	.144	.266	2.260	.028
	<i>Penempatan</i>	.009	.058	.018	.160	.873
	<i>Lingkungan</i>	.363	.084	.494	4.305	.000

a. *Dependent Variable: Employee performance*

Source: Processed Results SPSS

Based on the Table 6 above, the following multiple linear regression equation is obtained:
 $Y = 9.733 + 0.326X_1 + 0.009X_2 + 0.363X_3$

The explanation of the equation is as follows:

- The constant value of 9.733 means that if all the independent variables are worth 0, then the magnitude of the Y variable in this case is the employee's performance has a value of 9.733.
- The regression value (b1) of individual characteristics of 0.326 indicates the contribution of individual characteristics variables. This means that if the individual characteristic variable increases by 1 (one) point, it will affect the strengthening of the employee performance variable by 0.326.
- The regression value (b2) of work placement is 0.009 indicating the contribution of the work placement variable. This means that if the work placement variable increases by 1 (one) point, it will affect the strengthening of the employee performance variable by 0.009.
- The regression value (b3) of the work environment of 0.363 indicates the contribution of the work environment variable. This means that if the work environment variable increases by 1 (one) point, it will affect the strengthening of the employee performance variable by 0.363. Coefficient of Determination Test

Table 7. Coefficient of Determination Test Results

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.657 ^a	.432	.400	3.33558

a. *Predictors: (Constant), Individual Characteristics, Job Placement, Work environment*

Source: Processed Results SPSS

Adjusted R Square shows that 40% of the dependent variables on employee performance can be explained by independent variables, namely individual characteristics, work placement and work environment, while 60% of other factors are influenced by other variables outside the variables studied.

The results and discussion include the effect of the independent variables consisting of individual characteristics (X1), work placement (X2) and work environment (X3) on the dependent variable, namely employee performance (Y) at PT Post Energy Indonesia Jakarta Office.

4. DISCUSSION

The Influence of Individual Characteristics on Employee Performance

The results of the study stated that there was an influence of individual characteristics on employee performance. Individual characteristics that affect employee performance are because the company is able to pay attention to every indicator of individual characteristics in its employees, especially the attitude indicators because they get the highest score from the respondents. For the expectation indicator that gets the lowest score, the company should be able to give appreciation or appreciation for the work of employees. Overall, the individual characteristics variables have been well applied to PT Post Energy Indonesia Jakarta Office so that they can affect employee performance. This is reinforced by the average value of the variable of 217.6 which is classified as good criteria. The results of this study are consistent with research conducted by Hidayat and Cavorina (2017) which says that individual characteristics have a positive and significant influence on employee performance. But contrary to the research conducted by Kridharta and Rusdianti (2017) which said that individual characteristics had no influence on employee performance.

The Effect of Work Placement on Employee Performance

The results of the study stated that there was no effect of work placement on employee performance. Based on the results of the questionnaire distribution, it was obtained that the job placement indicator that received the highest score was the indicator of physical and mental factors, although the company had paid attention to the physical and mental factors of employees before placing the employee, but the results showed that job placement had no effect on performance. employee. The author assumes that there is no such influence because the company pays less attention to educational background in the placement process, this can be seen because the educational background indicator gets the lowest score when compared to other indicators. The results of this study are consistent with research conducted by Astuti and Bukhari (2018) which says that partial job placement has no significant effect on employee performance. However, this contradicts research conducted by Wijaya and Suana (2013) and Kavoo-Linge and Kiruri (2013) which say that work placement has a significant effect on employee performance.

The Effect of Work Environment on Employee Performance

The results of the study stated that there was an influence of the work environment on employee performance. This is influential because the company has paid attention to the work environment at PT Post Energy Indonesia, especially regarding safety indicators because it has the highest score among other indicators. The indicator that still needs more attention is the air temperature because it gets the lowest value among all indicators. It can be explained that the overall work environment according to PT Post Energy Indonesia employees is considered good. This is reinforced by the average value of the variable is 227.5. The results of this study are consistent with research conducted by Ferzadiana (2016)

and Hidayat and Cavorina (2017) which say that the work environment has a positive and significant influence on employee performance. But contrary to the research conducted by Logahan, Tjoe and Naga (2012) which said that the work environment had no effect on employee performance.

This study discusses the regression model of the independent variables consisting of individual characteristics (X1), work placement (X2) and work environment (X3) that are feasible to use to predict the effect on employee performance (Y) at PT Post Energy Indonesia Jakarta Office. In general, this study showed good results. The results of the descriptive analysis show that individual characteristics, work placement and work environment at PT Post Energy Indonesia Jakarta Office are good. This can be shown by the high number of statements from respondents to each research variable. From these results, it is found that the individual characteristics and work environment variables partially have a positive and significant effect on employee performance, while work placement has no effect on employee performance.

5. CONCLUSSION AND SUGGESTIONS

Based on the results of research data processing, it can be put forward several main conclusions which are also answers to the research objectives that have been described previously as follows:

1. There was a positive and significant influence between individual characteristics on employee performance at PT Post Energy Indonesia Jakarta Office. If the individual characteristic variables increase, the employee's performance will also be higher.
2. There was no positive and significant effect between job placement and employee performance at PT Post Energy Indonesia Jakarta Office.
3. There was a positive and significant influence between the work environment and employee performance at PT Post Energy Indonesia Jakarta Office. If the job placement variable increases, the employee's performance will also be higher

Based on the results of data processing and research limitations, the suggestions in this study are as follows:

1. Individual characteristic variables owned by PT Post Energy Indonesia Jakarta Office are classified as good and can improve employee performance at PT Post Energy Indonesia Jakarta Office. Researchers assume that it is important for companies to give appreciation for the good performance that has been done by employees without expecting an award for the work. These efforts are expected to be able to develop human resources properly so as to obtain maximum performance and can contribute to the progress of the organization.
2. The job placement variable at PT Post Energy Indonesia Jakarta Office is classified as good but does not have a significant effect on employee performance. The author assumes that in placing employees, the company can adjust the educational background to the position the employee is placed in. The better the employee placement process carried out by the company, the higher the employee's performance will be.

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