The Effect of Individual Characteristics, Work Placement and Work Environment on Employee Performance (Case Study on 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: 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. This study used simple random sampling and obtained data from as many as 57 respondents. The research data used are primary data, which is obtained through the distribution of questionnaires. The analytical tool used is the 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 coefficient of determination test results shows 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. In comparison, other factors of 60% are influenced by other variables outside the variables studied.

Keywords: Individual Characteristics, Work Placement, Work Environment and Employee Performance.

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Introduction

In facing competition in globalization, companies must have qualified, competent, and competitive human resources. A company is an organization consisting of a group of people who work together to achieve specific goals. Human resources, in this case, namely employees, are assets for the company because they have an essential 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 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 correctly, 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, implement good governance, and 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 the company. By meeting the standards of ISO 9001:2008, 14001:2008, and OHSAS 18001:2007, which are set and based on a solid commitment to achieving company goals successfully.

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 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 impact 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 positively influences 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 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:

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

Education Level	Number of Employees
Senior Hight 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 current education level is dominated by S1, which is as many as 90 people out of a total of 114 employees and the minor education level is S2, which is six 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 correct Placement in the appropriate position will help the company realize 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 positively influence the psychological condition of employees. If the work environment created is not appropriate and does not provide comfort for employees, employees cannot work effectively and efficiently, which can harm employee performance. A work environment cannot carry out the company's operational activities, but a work environment can influence employees in carrying out operational activities.

A comfortable and harmonious work environment in a company will increase employee morale at work and reduce employee turnover rates. The data obtained regarding employee turnover shows that in 2015 35 employees 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 continuously decreases. The number of employees who leave is not proportional to the applicants received by the company, so the company cannot replace employees who have left. As a result, there is an overlap of work, where the company has not been able to fill the vacancies. This situation can lead to unstable working conditions, which can hinder the company's goals.

Hidayat and Cavorina's research (2017) show that individual characteristics and the work environment influence employee performance. The results of this study are not in line with research conducted by Kridharta and Rusdianti (2017), which shows that individual characteristics do not affect employee performance, and research by Logahan et al. (2012), which shows that the work environment does not affect employee performance.

The research results 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

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entitled "The Influence of Individual Characteristics, Work Placement and Work Environment on Employee Performance. (Study at PT Post Energy Indonesia Jakarta Office)".

Formulation of the problem

The formulation of the problem to be discussed, as follows:

1. Do individual characteristics positively and significantly affect employee performance (Study at PT Post Energy Indonesia Jakarta Office)?
2. Does work placement have a positive and significant effect on employee performance (Study at PT Post Energy Indonesia Jakarta Office)?
3. Does the work environment have a positive and significant effect on employee performance (Study at PT Post Energy Indonesia Jakarta Office)?

Research purposes

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).

LITERATURE REVIEW

Employee performance

Mangkunegara (2013:167) says that employee performance is the result of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. According to Ainsworth et al. (2007:5), that performance means a result. Performance is the endpoint of certain people, resources, and environments that are brought together with the intent to produce certain things, whether tangible products or services that are less directly visible. To the extent that this interaction results in the desired level and quality, performance will be rated as satisfactory, sound, or perhaps excellent at an agreed cost level. On the other hand, if the results are disappointing, for whatever reason, performance will be judged poor or declining.

The opinion about the performance was expressed by Fattah (2017:11) that performance relates to aspects of a person's behavior in carrying out organizational tasks under the authority that has been set. Another opinion regarding the definition of work in more detail is that the broader aspect relates to the scope of performance. Performance is seen as a result and concerning independence, consistency with organizational values, understanding of issues related to responsibilities, discipline, and good communication.

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

a. The quantity of the result, i.e., the amount to be completed or achieved. It relates to the amount of output produced.
b. The quality of the results, namely the quality that must be produced (good or bad), the qualitative measurement of the output reflects the measurement of the level of satisfaction, namely how well it is completed. It relates to the form of the output.
c. The timeliness of the results, namely whether or not according to the planned time. Measurement of timeliness is a particular type of quantitative measurement that determines the timeliness of the completion of an activity.
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 with other employees in an activity that individuals cannot do.

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Individual Characteristics

According to Ardana et al. (2008:31), individual understanding characteristics are interests, attitudes towards oneself, work and work situations, individual needs, abilities or competencies, knowledge of work and emotions, moods, feelings of belief.

Furthermore, according to Hurriyat (2005:79), individual characteristics are a psychological process that affects individuals in obtaining, consuming, and receiving goods and services and experiences. Meanwhile, Robbins (2011: 46) explains that individual characteristics include age, gender, race, marital status, and tenure in the organization.

According to Robbins (2011:171), Personality characteristic indicators include:

a. Attitude

Attitudes are evaluative statements, either desirable or undesirable, about objects, people, or events. Individuals in organizations display attitudes about many different things. Some employees tackle problems in the hope that they will find a solution by working with their coworkers.

b. Personality

Personality is a set of characters that underlie relatively stable behavior patterns in response to ideas, objects, or people in their environment.

c. Motive

Motive is a stimulus or desire that drives someone to do something.

d. Interest or Interest

Interest is something that members or employees want to achieve goals in the organization.

e. Past Experience

Experience is the length of service an employee has with a company, division, department, or job.

f. Hope

Hope is something that someone wants to get. Many factors are expected for a person to work, such as benefits.

Job Placement

According to Mathis & Jackson (2006:262), Placement is placing a person's position in the correct job position; how well an employee carries 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.

Job Placement Indicator

According to Ardana et al. (2012:83), 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 specific educational background will usually see his achievements in the selection of the field he controls. In other words, the election 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

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To know the marital status of workers is very important. The interests of the workforce are also a consideration for labor managers in placing the workers concerned.

e. Age Factor

In the context of workforce placement, the working-age factor that passes the selection needs to be considered. This one 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, be disciplined and productive if what he is doing is done well according to his interests and hobbies.

Work environment

According to Sedarmayanti (2009), the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements as individuals and as groups. Furthermore, Sedarmayanti (2009:26) states that broadly the work environment is divided into two, namely:

a. Physical Work Environment

The physical work environment is all physical conditions around the workplace that can affect employees either directly or indirectly.

b. Non-Physical Work Environment

The non-physical work environment is all conditions that occur related to superiors and coworkers or relationships with subordinates.

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

1. Illumination of Light

Lighting or light is beneficial for employees to get safe and smooth work; therefore, it is necessary to pay attention to bright but not dazzling lighting.

2. Air Temperature

Oxygen is a gas needed by living things to maintain life, namely the metabolic process. The surrounding air is dirty if the oxygen level has been reduced and has been mixed with harmful gases or odors.

3. Noise

One of the pollutions that are pretty busy for experts to overcome is noise, which is not desired by the ear.

4. Bad Smell

The presence of odors around the workplace can be considered pollution because it can interfere with work concentration, and odors can continuously affect olfactory sensitivity.

5. Security

In order to keep the place and conditions of the work environment in a safe condition, it is necessary to pay attention to safety at work. Therefore, the safety factor needs to be realized.

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 of previous research:

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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 Significant
				X	X	Positive Significant
2	Kridharta and Russianti (2017). Ricet's Journal of Economics and Business, Vol. 10, No. 3	X			X	Not Significant
3	Wijaya and Suana (2013) E Journal of Management Udayana University, Vol 2. No.10, 1311-1332		X		X	Positive Significant
4	Logahan, Tjoe and Naga (2012). Binus Busmess Review. Vol3, No. 1,573 536			X	X	Not Significant
5	Syaifuddin (2017). Expert Journal of Business and Management. Vol, 5, 83 90	X			X	Positive Significant
6	Kavoo-Linge dan Kiruri (2013). International 6Journal of Business and Social Science, Vol. 4 No. 1		X		X	Positive Significant
7	Ferzadia na (2016). 7 Ekonomia, Vol.3, No. 1, 423-431			X	X	Positive Significant
8	Asadi and Bukhari (2018). Indonesian Science Management Riser Journal, Vol. 9, No.1		X		X	

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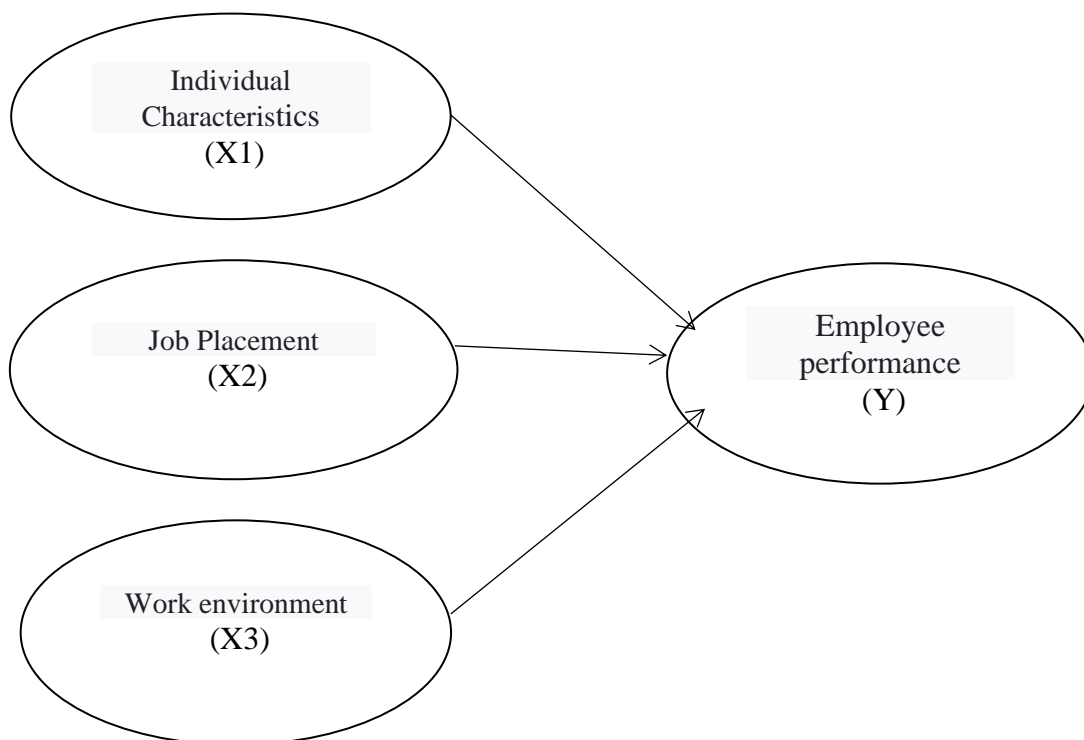(Case Study on PT Post Energy Indonesia Jakarta Office)

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 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 was employee performance.

The relationship between the influence of individual characteristics and the work environment on employee performance is conveyed through the research results from Hidayat and Cavorina (2017) in their research entitled The Effect of Individual Characteristics and Work Environment on Employee Performance at PT Cladtek Bi-Metal Manufacturing. This one is reinforced by Ferzadiana (2016) in his research entitled The Effect of Work Discipline and Work Environment on Employee Performance at the Regional Personnel Agency Office of West Kutai Regency agrees 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) regarding the Effect of Placement and Experience on Employee Performance Satisfaction; the study results 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:

Figure 1
Research Framework

Research Hypothesis

Based on the above framework and previous research, The hypotheses can be arranged, as follows
:

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The Influence of Individual Characteristics on Employee Performance

Hidayat and Cavorina (2017), in their research, say that individual characteristics influence employee performance. This opinion is not in line with the research results conducted by Kridharta and Rusdianti (2017) that individual characteristics do not influence 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.

The Effect of Work Placement on Employee Performance

In their research, Wijaya, and Suana (2010) state that placement has a positive and significant influence on employee performance. Contrary to this, according to Astuti and Bukhari (2018), 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.

The Effect of Work Environment on Employee Performance

Kusniawan and Aris (2016), in their present research data, that the work environment has a positive and significant influence on employee performance. This one is reinforced by Ferzadiana (2016), who says that the work environment positively influences employee performance. Not in line with the opinion above, according to Logahan et al. (2012), based on the results of research conducted, the work environment does not affect employee performance. Thus, the authors formulate the following hypothesis:

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

RESEARCH METHOD

Population and Sample

According to Sugiyono (2010), the population is a generalization area consisting of objects or subjects with specific qualities and characteristics determined by researchers to be studied and then drawn conclusions. 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.

Data collection

Data collection methods used in this study are:

1. Observation

The observation method is an activity of monitoring an object by using the senses. In this study, the observation method was applied to determine how the influence of individual characteristics, work placement, and work environment on employee performance at PT Post Energy Indonesia Jakarta Office.

2. Questionnaire

The questionnaire method collects data by distributing questions to respondents, and respondents will provide feedback on these questions. The selection of the questionnaire method in this study was to obtain accurate data directly from the sources who would be asked for data.

Validity and Reliability

According to Kuncoro (2009), validity is a measurement scale called valid, when it does what it should do and measures what it should measure. In this study, the researcher used item analysis, where the research data used a questionnaire consisting of statement items that were tested for validity.

Validity testing in this study was carried out with the help of SPSS software version 16.0. Researchers used item analysis where research data were obtained from questionnaires containing statement items tested for validity. The purpose of the validity test is to determine the extent of the

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accuracy and accuracy of a measurement instrument in carrying out its measuring function. The scores of validity testing contained in the item are correlated with the total score. By knowing the validity index of each statement item, it can be seen which statements meet the requirements seen from the validity index.

According to Sekaran and Bougie (2015), reliability is the reliability of a measurement that shows the extent to which the measurement is unbiased (free from error). In other words, the reliability of measurement indicates the stability and consistency with which the instrument measures the concept and helps assess the accuracy of a measurement.

In this study, reliability tests were conducted to determine whether the measuring instrument designed in the form of a questionnaire statement was reliable. A reliability test is carried out only on valid statement items. Furthermore, Sekaran and Bougie (2015) argue that if the Cronbach Alpha value is less than 0.60, it is categorized as poor, in the range 0.70 (0.60 to 0.80) is categorized as acceptable, and above 0.80 is categorized as good.

A General Description of The Company

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 telephone +62 (21) 21234987 and Fax +62 (21) 21234986 and email: inquiry_ind@post-energy.com.

Classic assumption test
Normality test

The normality test used in this study uses a standard probability plot graph analysis to see if the residual value is the normal distribution. If the points are close to the diagonal axis, then the assumption of normality is met. The following are the results of calculations using SPSS version 16.0:

Figure 2
Normality test

Normal P-P Plot of Regression Standardized Residual
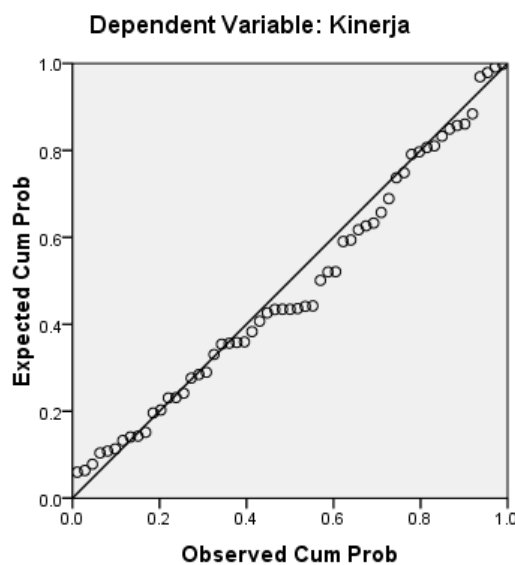
Dependent Variable: Kinerja

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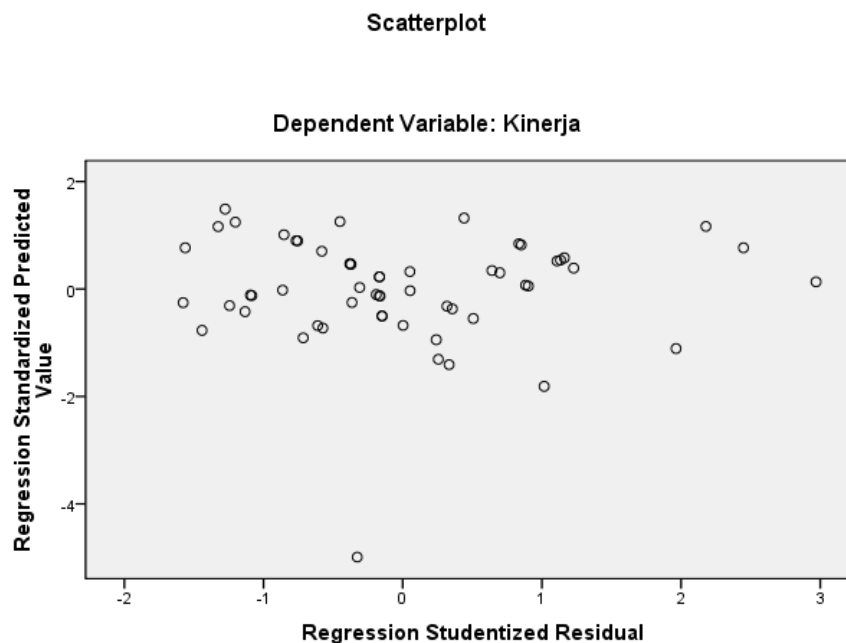
Source: Processed Results SPSS version 16.0

Based on the graph above, the normal distribution curve line is generated, meaning that the data under study is normal distribution because the points are not far from the diagonal line. Thus, it can be concluded that the data used in this study is a normal distribution.

Heteroscedasticity Test

To find out whether the data is inhomogeneous conditions (data scattered in one focus of distribution) or heterogeneous data radiated to form heterogeneity, a scatterplot graph using SPSS version 16.0 is used with the following results.

Figure 2
Heteroscedasticity Test

Source: Processed Results SPSS version 16.0

Data analysis found that the points spread below and above the number 0 on the Y-axis. These points also do not have a regular pattern. Thus it can be concluded that the independent variable does not occur heteroscedasticity.

Multicollinearity Test

Multicollinearity test is used to determine the relationship between independent variables having multicollinearity symptoms or not. Multicollinearity-free regression was indicated by the Variance Inflation Factor (VIF) < 10 and the tolerance value > 0.10. The following are the results of calculations using SPSS version 16.0:

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Table 3
Multicollinearity

Coefficients^a

Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
		Unstandardized Coefficients		*Standardized Coefficients*			*Collinearity Statistics*	
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 version 16.0

The table above shows 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 independent variable is 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 all independent variables can be concluded do not occur multicollinearity. Thus it can be concluded that the regression model is suitable for seeing the effect of the independent variable on the dependent variable.

Autocorrelation Test
This autocorrelation test is used to analyze whether the regression equation has autocorrelation. If there is autocorrelation, then the equation is not suitable to be used as a prediction. Meanwhile, if there is no autocorrelation, the regression equation is excellent and feasible to be used as a prediction. The autocorrelation test in this study used the Durbin Watson test (DW test). The following is the output of the autocorrelation test with SPSS version 16.0

Table 4
Autocorrelation Test

Model Summary^b

Model	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 version 16.0

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Based on the results, it is known that the model studied has 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 where there is no autocorrelation. It can be concluded that the resulting model is free from autocorrelation problems.

Hypothesis testing
F Test (Model Feasibility)
A *model feasibility test* is a step taken to identify the estimated regression model is feasible or not. Eligible means that the estimated model is suitable for explaining the independent variables to the dependent variable. If the probability value. F count (sig.) < 0.05, it can be said that the estimated regression model is feasible to use. The following are test results using SPSS version 16.0:

Table 5
F Test Results (Model Feasibility)

Model		Sum of Squares	df	Mean Square	F	Sig.
		ANOVA[b]				
1	*Regression*	448.877	3	149.626	13.448	.000[a]
	Residual	589.684	53	11.126		
	Total	1038.561	56			

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

b. *Dependent Variable*: Employee performance

Source: Processed Results SPSS version 16.0

The resulting probability value is based on the results of data processing on the F test (feasibility of the model). 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 explain the effect of individual characteristics, work placement, and work environment on employee performance at PT Post Energy Indonesia.

Multiple Linear Regression Analysis
The use of multiple linear regression analysis in this study aims to determine whether independent variables consist of individual characteristics, work placement, and work environment on the dependent variable, namely employee performance at PT Post Energy Indonesia. The results of data management in this study used the SPSS version 16.0 program, which summary of the results can be described as follows:

:

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Table 6
Multiple Linear Regression Analysis Test Results

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

a. *Dependent Variable*: Employee
performance

Source: Processed Results SPSS version 16.0

Based on the calculation of the multiple linear regression table, the following multiple linear regression equation is obtained:

$Y = 9.733 + 0.326X1 + 0.009X2 + 0.363X3$

The explanation of the equation is as follows:

a. 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.

b. The regression value (b1) of individual characteristics of 0.326 indicates the contribution of individual characteristics variables. If the individual characteristic variable increases by 1 (one) point, it will strengthen the employee performance variable by 0.326.

c. The regression value (b2) of work placement is 0.009, indicating the contribution of the work placement variable. It means that if the work placement variable increases by 1 (one) point, it will strengthen the employee performance variable by 0.009.

d. The regression value (b3) of the work environment of 0.363 indicates the contribution of the work environment variable. If the work environment variable increases by 1 (one) point, it will strengthen the employee performance variable by 0.363. Coefficient of Determination Test**Table 7**

Coefficient of Determination Test Results

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657[a]	.432	.400	3.33558

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

Source: Processed Results SPSS version 16.0

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.

RESULTS AND DISCUSSION

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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.

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. It can be seen from the test results using the t-test, the statistical results obtained that the t-value for the individual characteristic variable (X1) is t-count > t-table (2.260 > 2.00575) with a significance level of 0.028 <0.05. Individual characteristics that affect employee performance are because the company can pay attention to every indicator of individual characteristics in its employees, especially the attitude indicators. After all, 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 employees' work. Overall, the individual characteristics variables have been well applied to PT Post Energy Indonesia Jakarta Office to affect employee performance. It is reinforced by the average value of the variable of 217.6, which is classified as a good criterion. 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. Nevertheless, contrary to the research conducted by Kridharta and Rusdianti (2017), which said that individual characteristics did not influence 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. This can be seen from the test using the t-test, that the value of t-count < t-table (0.160 < 2.00575) with a significance value of 0.873> 0.05. 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. However, the company had paid attention to employees' physical and mental factors before placing the employee; the results showed that job placement did not affect performance. It assumes that there is no such influence because the company pays less attention to an educational background in the placement process; this can be seen because the educational background indicator gets the lowest score 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 significantly affects 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 one can be seen from the test using the t-test, that the t-count > t-table (4.305 > 2.00575) with a significance value of 0.000 <0.05. This one is influential because the company has paid attention to the work environment at PT Post Energy Indonesia, especially regarding safety indicators. After all, 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. The average value of the variable reinforces this 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. Nevertheless, contrary to the research conducted by Logahan, Tjoe, and Naga (2012), the work environment did not affect 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

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the effect on employee performance (Y) at PT Post Energy Indonesia Jakarta Office. In general, this study showed promising 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 one can be shown by the high number of statements from respondents to each research variable. These results show that the individual characteristics and work environment variables partially positively and significantly affect employee performance, while work placement does not affect employee performance.

CONCLUSIONS 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 as follows:

1. The results showed 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. The results showed no positive and significant effect between job placement and employee performance at PT Post Energy Indonesia Jakarta Office.

3. The results showed 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

Suggestion

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 essential for companies to appreciate the excellent performance that employees have done without expecting an award for the work. These efforts are expected to be able to develop human resources properly to obtain maximum performance and contribute to the organization's progress.

2. The job placement variable at PT Post Energy Indonesia Jakarta Office is classified as good but does not significantly affect employee performance. The author assumes that in placing employees, the company can adjust the educational background to the employee's position. The better the employee placement process carried out by the company, the higher the employee's performance will be.

3. Variable X3, the work environment at PT Post Energy Indonesia Jakarta Office, is classified as good and can improve employee performance. The author assumes that the company should pay attention to the air temperature around the employee's work environment to make employees feel comfortable at work. This one is because the work environment influences employee performance. If the work environment created can be improved again, it can improve employee performance.

4. The coefficient of determination test results show that only 40% of the dependent variable on employee performance can be explained by the independent variables, namely individual characteristics, work placement, and work environment. So to improve the test results, it is recommended that further researchers add independent variables in their research.

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