

How to Cite

Negsagis, R. R. P., Zunaidah, Z., Widiyanti, M., & Adam, M. (2022). The influence of motivational placement and work environment on employee performance at PT PLN (Persero) South Sumatra generation main unit. *International Journal of Business, Economics & Management*, 5(4), 478-487. <https://doi.org/10.21744/ijbem.v5n4.2050>

The Influence of Motivational Placement and Work Environment on Employee Performance at PT PLN (Persero) South Sumatra Generation Main Unit

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Abstract---*This study aims to determine the effect of Placement Motivation and Work Environment on Employee Performance at PT PLN (Persero) Generation Main Unit in Southern Sumatra. The research design uses the causality method with the Multiple Linear Regression data analysis technique. The object of research is PT PLN (Persero) employees, with a total of 106 employees. The data collection method that the authors use in this study is a questionnaire carried out technically using Google Forms. The results showed that Placement, Motivation, and Work Environment positively and significantly affected the Performance of PT PLN (Persero) UIKSBS Employees. Furthermore, among the three independent variables in this study, the Variable that has a more dominant influence on Performance is the Placement Variable, namely 0.411 (Positive) on the Performance variable. In contrast, the remaining variables are Work Environment Variable 0.271 (Positive) and Motivational Variable 0.238 (Positive).*
Keywords---*employees, environment work, motivation, performance, placement.*

Introduction

Employees in a company are a vital component of the organization's sustainability; employees are the primary implementers of all managerial and operational activities within the company. Other elements, such as money, machines, and capital, will only work correctly with the intervention of employees as Human Resources (HR). To maximize company performance, human resources and company employees must have good Performance (Mathis et al., 2015).

Performance is a unit of measurement oriented to the quality and quantity achieved by employees in carrying out their main tasks and functions following the responsibilities given (Mangkunegara & Prabu, 2005). Another view of seeing, performance as a result of the work achieved by a person following their duties and functions within a certain period, which is assessed using a predetermined measure or standard (Wirawan, 2009). Furthermore, Performance is about the implementation of work and the results achieved from work carried out. Performance is the context in which it is done and how to do it well (Wibowo, 2013).

PT PLN South Sumatra Generation Main Unit (UIKSBS) evaluates all employees. Assessment is based on work contracts between staff and their superiors. The agreed Key Performance Indicator (KPI) is a cascade or derivative of the KPI in the management contract stipulated by the Central PLN (PERSERO). The total performance value obtained by an employee is the accumulation of individual competency and target assessment results. Even though the company has done its best to improve the quality of human resources, employee Performance has yet to be able to meet the company's wishes (Owan et al., 2022; Kocaj et al., 2018). The following is a recapitulation of the realization of the performance achievements of PLN UIKSBS employees as follows:

Table 1
Realization performance achievements

No	Year	Performance Realization	Criteria
1	2016	78.50	K3
2	2017	83.50	K2
3	2018	81.50	K2
4	2019	81.60	K2
5	2020	82.01	K2

Description : K1 (High Performance), K2 (Medium Performance), K3 (Low Performance)

Source: PT PLN UIKSBS 2022

Based on the table above, the realization of UIKSBS performance is very fluctuating. This indicates that PLN UIKSBS employees currently have a performance level that still needs to be optimal. Achievement of performance targets has yet to meet the target, namely on K1 (High Performance) criteria.

The Performance of an organization can reach its maximum if it is supported by human resources, in this case, employees who can meet the proper criteria. Along with this, the Placement Placement of employees is vital to prioritize; its influence can directly impact the continuity of business processes (Raziq & Maulabakhsh, 2015; Amabile et al., 2004). Business processes will be maximized if the synergy between departments/units runs well and is supported by the specialization of each employee in their respective fields (Edison et al., 2017).

Based on this, a Letter from Kep. Director of PT PLN (Persero) Number: 264K/DIR/2008 concerning Employee Recruitment and Placement System, in which the Decree contains clear rules concerning the purpose and objective of employee recruitment is to obtain (*recruit*) who meet the competent requirements needed for placement positions that suit the short, medium and long term needs of the corporation (Sarinah et al., 2016). However, in terms of implementation, researchers see a discrepancy in the employee placement system at PT PLN UIKSBS. The following shows data on the placement of employees (Existing) PT. PLN (UIKSBS):

Table 1
Criteria incompatibility Placement (Spec Position)

No	Section / Sub Section	Number of Employees	Non-conformity Criteria			
			Competence	Years of service		
1	Field Planning And Engineering	25	4	16%	7	28%
2	Field Production	30	6	20%	8	27%
3	Field Finance, Communication, and General Affairs	56	10	18%	3	5%
4	Planning Bureau Procurement	12	3	25%	0	0%
5	Executive Bureau Procurement	10	2	20%	1	10%
6	Control Bureau Safety, Occupational Health, Environment, and Security	10	4	40%	2	20%
7	Operational Sub Bureau Occupational Safety and Health	5	1	20%	0	0%
8	Operational Sub-Bureau Security	5	0	0%	0	0%
9	Operational Sub-Bureau Environment	5	0	0%	0	0%
Total		158	30	19%	21	13%

Source: PT PLN UIKSBS 2022

The Placement of employees is an integral part of the factors that affect Performance. Based on the assessment data for the specification criteria for the position of PT PLN UIKSBS (Existing), it can be seen that in total, on the Competency indicator, there are a total of 30 people (19%) employees who do not meet competency standards.

Furthermore, on the service period indicator, 21 people (13%) still need to complete the experience standard (Working Period) in the position occupied. Many employees at PT PLN UIKSBS still need to meet the standard criteria for jobs. For this reason, continuous improvement is required to encourage maximum employee performance in the future (Rego et al., 2012; Andrew & Sofian, 2012).

Furthermore, apart from competence, another context that can affect employee performance is Motivation (Robbins & Judge, 2009). Another opinion says that Motivation is the driving force that creates a person's enthusiasm so that they want to work together effectively and are integrated due to fulfilling their desires in the form of satisfaction (Supriyanto et al., 2021).

In this regard, in the PT PLN (Persero) Main Generation Unit for Southern Sumatra, every leader must try to encourage all his staff to be motivated at work. However, in reality, there are several or groups (groups) of employees who are less enthusiastic (motivated) due to several things, such as the perception or assumption that the tasks given are too many (overloaded) so that they are unable to provide the best performance according to the expectations of the leadership. The following shows PT PLN UIKSBS employee absentee data for 2021:

Table 2
Ratio absence Employee (2021)

No	Criteria	Number of Employees	Average							
			Q1		Q2		Q3		Q4	
1	Late		5	3,16	8	5.06	4	2.53	6	3.80
2	Return Early	158	7	4,43	11	6.96	9	5.70	8	5.06
3	Leave + Permit		3	1.90	10	6,33	14	8.86	12	7.59

Source: PT PLN UIKSBS 2022

Based on the data in the table above, the recapitulation of PT PLN UIKSBS employees' average absenteeism can be seen. During the 2021 period, there was a significant (> 6%) increase in absenteeism (on average/month). According to Edwin (1976), normal absenteeism in a densely populated country is $\pm 3\%$ (three percent). Absences that tend to be more than 3% (> 6%) indicate that employee discipline is not optimal. In employment cases in companies, low employee discipline often indicates low work motivation, which requires continuous improvement (Adiwinata et al., 2022).

In addition to the Placement of employees and Motivation, there are no less critical variables that can boost employee performance, namely the work environment. The work environment is the whole object that exists and supports work activities where a person works (Husna, 2019). In addition, the work environment is everything related to the physical and psychological aspects that directly or indirectly affect the activities of employees (Maulana, 2019). Furthermore, another view says that the work environment is physically everything (objects) around the workers and can influence them to carry out the assigned tasks (Nitisemito, 2015). The following shows data regarding PT's condition (Existing) Work Environment. PLN South Sumatra Power Plant Main Unit.

Table 4
List of PT PLN UIKSBS office equipment

No	Assessment Object	Amount	Condition		
			Well	Not enough	Damaged
1	Air Conditioning (AC)	60	45	10	5
2	Personal Computers (PCs)	160	112	37	11
3	Printers	160	123	25	12
Total		380	280	72	28

Source: PT PLN UIKSBS 2022

Based on the observations of researchers related to the work environment at PT PLN (Persero) South Sumatra Generation Main Unit, there are several problems, such as the facilities provided by the company have not been able to answer the needs of employees at work such as high computer specifications so that in carrying out their work they often experience interruptions due to the length of the computer. Used. Processing data. There is also the

problem of inconvenient room layout where daily work requires extra energy going up and down stairs because of the location between different floor areas (Amrai et al., 2011; Daskalovska et al., 2012).

The level of employee performance/individual Performance is influenced by three factors: employees' ability, the level of effort expended, and organizational support (Mathis & Jackson, 2012). Efforts expended include Motivation, work ethic, attendance, and task design. Meanwhile, individual ability factors include talent, interest, and personality factors. Furthermore, organizational support includes training and development, equipment and technology, performance standards, management, and co-workers. Based on the description above and the many factors that affect employee performance, the researcher intends to study employee performance, Placement, and PT PLN (Persero) Main Unit Southern Sumatra Generation.

Research Method

This study will be analyzed to determine how the influence between the variables Placement, Motivation, and Environment Work on the Performance of PT PLN (Persero) Main Unit employees Southern Sumatra Generation. Framework conceptual schematically depicted as follows:

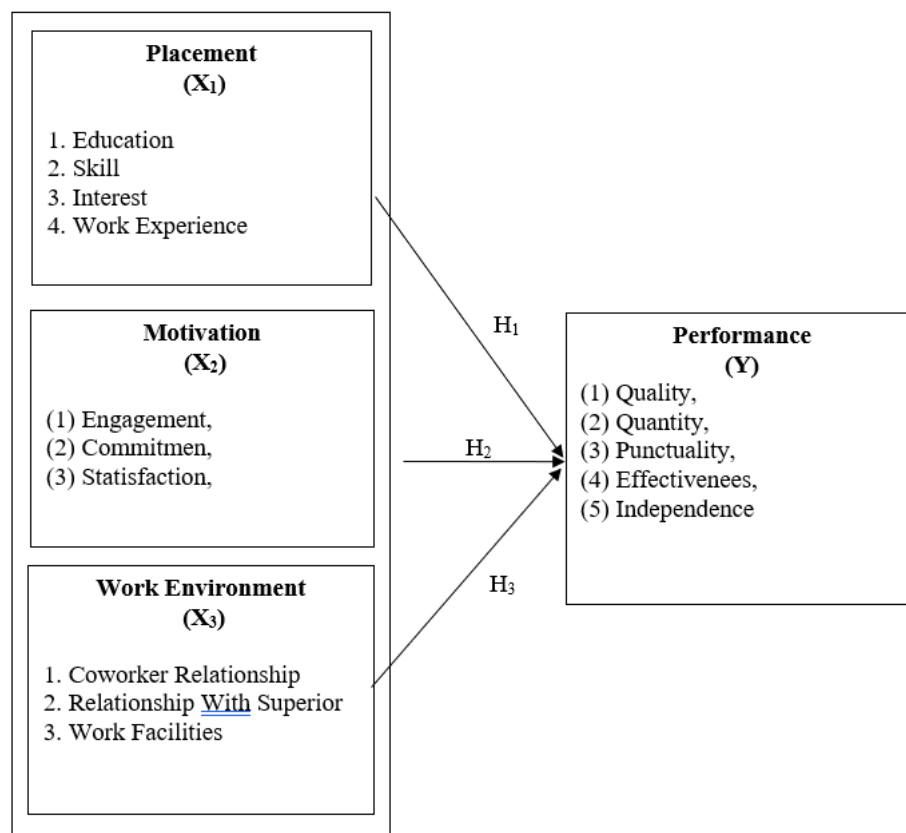


Figure 1. Conceptual framework

Hypothesis

Based on the framework of thinking that has been described above, the working hypothesis proposed in this study is as follows:

- 1) Does employee Placement positively and significantly affect Employee Performance at PT PLN Persero Generation Main Unit Southern Sumatra?
- 2) Does employee motivation positively and significantly affect Employee Performance at PT PLN Persero Generation Main Unit Southern Sumatra?
- 3) The work environment positively and significantly affects employee performance at PT PLN Persero, South Sumatra Generation Main Unit.

This research was conducted at the PLN (Persero) Main Generation Unit for the South Sumatra office on Jalan Demang Lebar Daun Palembang (January 2022 to March 2022). This study's population was PT PLN Persero Generation Unit South Sumatra employees, totaling 145. The sample was used with the formula Slovin with e value = 5 %, then a sample of as many as 106 people was taken randomly on each part work.

Test the validity and reliability used for test instrument research. Transformation of data from ordinal data into interval data using the Method of Successive Interval (MSI). Assumption test classic did as a precondition in a study this (Sekaran & Bougie, 2016).

Next is data analysis using multiple linear regression: (1) model fit test. (2) To determine how significant the whole Variable is free, explain that the Variable bound could use coefficient determination (R^2). (3) For answer hypothesis study about influence among variable independent (independent Variable) with Variable bound (dependent Variable) then Analysis carried out on the Equation Model Regression and Influence Test Results causality Against the Model (Significant t-test) (Ferdinand, 2014).

Result and Discussion

Characteristics profile respondents

Following this displayed characteristics Profile Respondents (Employee) PT PLN (Persero) Main Unit Generation of Southern Sumatra (UIKSBS), which consists of 106 employees as follows:

Table 5
Type sex respondents

Type Sex	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Boys _ _	86	81.1	81.1	81.1
Woman	20	18,9	18,9	100
Total	106	100	100	

Source: Research Primary Data 2022

Table 6
Age respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 25 years	8	7,5	7,5	7,5
26 Years - 30 Years	36	34	34	41.5
31 Years - 35 Years	28	26,4	26,4	67,9
36 Years - 40 Years	19	17,9	17,9	85.8
> 40 Years	15	14,2	14,2	100
Total	106	100	100	

Source: Research Primary Data 2022

Table 7
Marital status

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Bachelor	16	15,1	15,1	15,1
Marry	88	83	83	98.1
Separation (Divorced / Passed Away)	2	1,9	1,9	100
Total	106	100	100	

Source: Research Primary Data 2022

Table 8
Employment status

Employment Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Permanent	106	100	100	100

Source: Research Primary Data 2022

Table 9
Working period

Working Period	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 5 years	10	9,4	9,4	9,4
6 Years - 10 Years	34	32,1	32,1	41.5
11 Years - 15 Years	44	41.5	41.5	83
16 Years - 20 Years	5	4,7	4,7	87.7
> 20 Years	13	12,3	12,3	100
Total	106	100	100	

Source: Research Primary Data 2022

Table 10
Last education

Last Education	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SMA/SLTA	30	28,3	28,3	28,3
D3	23	21,7	21,7	50
S1/D4	51	48,1	48,1	98.1
S2	2	1,9	1,9	100
Total	106	100	100	

Source: Research Primary Data 2022

Discussion of Research Results

HR management is critical for an organization to manage employees' on-site work to maximize performance (Robbins 2005). HR performance is very dependent on policy realized management in HR placement strategy, Stimulus for creating Motivation, and conditions conducive environment work. Based on results data processing carried out previously obtained results as follows:

On variables placement work, based on index data, we could conclude that placement PLN UIKSBS employees are in the category OK. However, as noted on the indicator, experience work needs to get attention (3.132, Category 3/Average) because existing employees have occupied too long positions sure need refreshment so you can develop well from side Skills technical and cognitive in settlement problems that arise at work (Q7 & Q8). This is also supported by the level of convenience high employees (Q5), and the tendency of many employees also state their willingness to no close possibility for could occupy position any other work that can be done give challenge new for them (Q6). Option rotation employees could be considered for renewal for Individual PLN UIKSBS employees.

On variables, motivation work, based on index data could be concluded that motivation work PLN UIKSBS employees also belongs to the category OK. However, as a note. The writer finds that commitment work employee still needs improvement (2.915 Category 3/Average). Suppose you look closely more carry on the matter. In that case, this is seen from the awareness of employees in implementing SOPs discipline is still low (M3), as well commitment to present appropriate time in the office, which must also be enhanced (M4). It means that as an option, the Management of PLN UIKSBS is necessary to push application rule work following standards for discipline employees can too increase.

Based on index data, variables environment work could conclude that condition environment work UIKSBS PLN employees in condition good (3.625 category 4/Good). However, on the indicators, connection work with special needs exists improvement. This is seen from the statement majority of employees mentioned that they still need more opportunities to be creative at work (LK3) and communicate with subordinates who have not done so much (LK4). For that, PLN UIKSBS management can push middle-level employees (middle management) to be able to Upgradeability leadership, specifically from side ability to communicate so that they could make intertwined

harmonious connections with subordinates and form solid teamwork (Murphy et al., 1996; Herron & Robinson Jr, 1993).

On variables performance, employees, based on index data, could conclude that in a manner general performance employees of PT PLN Persero UIKSBS are assessed excellent and appropriate; however, as the repair could be seen that indicator accuracy time has lowest value compared to with indicator other. It means the need to increase. This is seen in the ability to set the tempo of the job. Still, many employees working time could be better (KIN6), and further, on the speed settlement, possible tasks can be done quickly (KIN7).

Based on the results of data processing using SPSS Version 23, then done Analysis of the research model is as follows: From the results of the Regression Model Conformity Test obtained results stated calculation that value of $F\text{-Count} > F\text{-Table}$ ($35.029 > 40.327$) and Significant at $(0.000) < (0.05)$. The proposed Regression Model in a study has fulfilled the condition *Goodness-Fit* (Appropriate).

Coefficient determination was used for testing *Goodness-Fit* from the Regression model. The magnitude mark *R-Square* is (0.493), which means Variability from Variable Dependents that the Independent Variable can explain is 49.3%. So got concluded that the Regression model is enough Well for predicting influence from Variable dependent, That is, Placement (X_1), Motivation (X_2), and Environment Work (X_3). The remaining 50.7% is explained by other variables not entered in the Regression model.

From the results, the testing hypothesis could explain things as the following: Hypothesis 1. Beta value (B) on the Coefficient of Performance (Y) is (1.352) Constant (Fixed) & Beta Value (B) on Coefficients a Placement (X_1) is 0.411 (Positive). So in a manner, Conceptual could formulate equality regression namely: "If Performance (Y) when this in the circumstances Constant or fixed (1.352), then if occur change (Positive) by 1x on Placement (X_1) p this in a manner directly (assumed) can cause the influence of 0.411 (Positive) on the Performance variable (Y). Next from Effect Test results Causality (t- Significant) the value of t-count on the variable Placement (X_1) is (4.299) more considerable than the t - table value (1.660), ($4.299 > 1.660$).

Significance Variable Placement (X_1) is (0.000) smaller than (0.05), ($0.000 < 0.05$). It means that Placement (X_1) Matters in a manner positive and significant to Employee Performance (Y) of PT PLN (Persero) Main Unit Southern Sumatra Power Plant. That suggests that Hypothesis 1 proposed in the research is proven and could be accepted.

Hypothesis 2. Beta value (B) on Performance Coefficients (Y) is (1.352) Constant (Fixed) & Beta Value (B) on Coefficients a Motivation (X_2) is 0.238 (Positive). So in a manner, Conceptual could formulate equality regression namely: "If Performance (Y) when this in the circumstances Constant or fixed (1.352), then if occur change (Positive) by 1x on Motivation (X_2) p this in a manner directly (assumed) can cause the influence of 0.238 (Positive) on the Performance variable (Y). Next from Effect Test results Causality (t- Significant) the value of t-count on the variable Motivation (X_2) is (2.510) more considerable than the t - table value (1.660), ($2.510 > 1.660$).

Significance Variable Motivation (X_2) is (0.000) smaller than (0.05), ($0.000 < 0.05$). It could be concluded that Motivation (X_2) Influences, in a manner, positive and significant Employee Performance (Y) of PT PLN (Persero) Main Unit Southern Sumatra Power Plant. That suggests that Hypothesis 2 proposed in the study is proven and could be accepted.

Hypothesis 3. Beta value (B) on the Performance Coefficients (Y) is (1.352) Constant (Fixed) & Beta Value (B) on Coefficients a Environment Work (X_3) is 0.271 (Positive). So in a manner, Conceptual could formulate equality regression namely: "If Performance (Y) when this in the circumstances Constant or fixed (1.352), then if occur change (Positive) of 1x in the Environment Work (X_3) p this in a manner directly (assumed) can cause the influence of 0.271 (Positive) on the Performance variable (Y). Next from Effect Test results Causality (t-Significant) The value of t-count on the variable Environment Work (X_3) is (2.809) more considerable than the t - table value (1.660), ($2.809 > 1.660$). Significance Variable Environment Work (X_3) is (0.000) smaller than (0.05), ($0.000 < 0.05$). The Environment Work (X_3) Effect in a manner positive and significant on Employee Performance (Y) of PT PLN (Persero) Main Unit Southern Sumatra Power Plant. That could conclude that Hypothesis 3 proposed in the study is proven and could be accepted.

Table 11
Recapitulation of research results

No	Analysis	Test result
1	Model Fit Test (Model – Fit)	F- Calculate > F- Table ($35.029 > 40.327$) Significant $(0.000) < (0.05)$
2	Coefficient of Determination (R^2)	0, 493 or 49.3 %.

3	Regression Model Equations	$Y = 1.352 + 0.411 + 0.238 + 0.271 + e$
4	Causality Influence Test (t – significant)	
	Placement (X_1) – Performance (Y)	t- Count > t- table (4,299 > 1,660) Significant (0.000 < 0.05)
	Motivation (X_2) – Performance (Y)	t- Count > t- table (2,510 > 1,660) Significant (0.000 < 0.05)
	Environment (X_3) – Performance (Y)	t- Count > t- table (2,809 > 1,660) Significant (0.000 < 0.05)

Source: Research Primary Data 2022

Based on the data in the table above (Recapitulation of Research Results), then could see regression model equation $Y = 1.352 + 0.411 + 0.238 + 0.271 + e$ means Between third Variable Independent, Variable that has influence dominant to Performance (Y) is Variable Placement (X_1) is 0.411 (Positive). Temporary the rest in a manner sequentially, namely (2) Variable Environment Work (X_3) is 0.271 (Positive), and (3) Variable Motivation (X_2) 0.238 (Positive).

Research results aligned with results study Placement previously on Performance by Dyah et al., (2020), Siahaan et al. (2019), Suwanto & Subyantoro (2019), Susanto et al. (2022), Setiawan & Setiawan (2020), Shahzadi et al. (2014). Motivation on Performance by Sulila (2020), Kuswati (2020), Olusadum & Anulika (2018), Ackah & Musasizi (2014), Omollo & Oloko (2015), Badrianto & Ekhsan (2020). Environment Work on Performance, By Badrianto & Ekhsan (2019), Widodo (2014), Arwin et al. (2021), Gunaseelan & Ollukkaran (2012), Parashakti et al. (2019), Munandar et al. (2018), Edward & Purba (2020), Badrianto & Ekhsan (2020).

Conclusion

Based on the results of the Analysis and discussion, the following conclusions can be drawn:

- 1) The Independent Variable (X), consisting of Placement (X_1), Motivation (X_2), and Work Environment (X_3), has a Positive and Significant Influence on the Dependent Variable (Y), namely Performance.
- 2) Among the three Independent Variables (X), namely Placement (X_1), Motivation (X_2), and Work Environment (X_3), the Variables that have a more dominant influence on Performance Dependent Variables (Y) are Placement Variables (X_1), i.e., 0.411 (Positive).

Acknowledgements

This project receives funding from the Ministry of Education for the Directorate of Higher Education and Research. Thank you very much to the parties as shares, colleagues, and professional editors for all the attention, help, and feedback according to our expectations.

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