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The Effect of Employee Placement and Work Environment to Work Performance through Employee Motivation in General Staff Personnel Army

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Abstract:

This study aims to analyze the effect of employee placement and work environment on job performance through employee work motivation. This research is explanatory that is unstructured and informal research with aim to get information about general nature of research problem. Population in this research is all employees at Staff General Personnel Army that is counted 100 employees and sampling technique used in this research is simple random sampling. Analyzer used is regression analysis and path analysis.

The results showed that the direct and indirect effect of employee placement on work performance that is equal to 0.257, while the magnitude of indirect influence of employee placement on work performance through the motivation of 0.486. The value of indirect influence is greater than the value of direct influence which gives the meaning that the motivation variable is able to mediate the placement of employees to the work performance. The direct influence of work environment on work performance is 0.282, whereas the indirect influence of work environment on job performance through motivation is 0,562. The value of indirect influence is greater than the value of direct influence which gives the meaning that the motivation variable is able to mediate the work environment to the work performance.

Keywords: *Employee placement, work environment, job performance, motivation*

1. Introduction

The high low performance of a person occurs as a result of changes in globalization of the world. Where this condition can be seen from the increasing demands of the community for services and the rapid access of people to obtain accurate and transparent information. Such conditions also require the General Staff of Army Personnel to continue to improve its services as a land meter. The concrete manifestation implemented by the organization recently is by continuously improving the capabilities and skills for personnel and employees both at the central and regional levels with the ultimate goal of being able to carry out the basic tasks and functions that are owned.

Employee placement is the most complex and common problem at both the central and regional levels. On the one hand, the organization will move dynamically if the change of employees, on the other hand in positioning employees required various criteria that must be met in order to placement employees can be achieved in accordance with the plan. But in the implementation of the quality of human resources cannot be achieved with the maximum without supported by various aspects such as work environment reviewed from the leadership policy in support of employee career success. Support and policies given leadership will greatly assist employees in achieving job targets provided and maintain employee motivation fluctuations. This statement is felt very important where theoretically and paradigm shifts that occur in the field of human resource management positioning human resources not as a factor of production but as an important asset to be considered the organization. So, the role of human resource management as a science and art can be implemented with the maximum.

The phenomenon that occurs in discussing the performance of employees in the Army Staff General Staff is very interesting where the limited number of employees is still very minimal so required to be able to carry out various main duties and functions of the army as a land dimension. Therefore, the management of human resources management becomes the key to the success of the organization to achieve the goals and objectives. Placement of employees and the work environment is a

phenomenon that is assumed to affect the high and low motivation of employees and in turn can encourage employee performance improvement.

2. Literature Review

2.1. Employee Placement

Rosidah (2009: 189) defines the placement of employees as a policy taken by the head of an agency, or personnel department to determine an employee is still or not placed in a certain position or position based on certain considerations of skills, skills or qualifications. Rivai (2009: 198) defines the placement of an employee is the assignment or reassignment of an employee to his new job. Siagian (2008: 169) discloses employee placements not only applicable to new employees, but also for old employees who experience transfers and assignments.

Based on some opinions of the experts above, the authors conclude that the placement of employees is the assignment of new duties and jobs to employees in accordance with the scope set and able to account for all possibilities that will occur on the task, authority, work and responsibility.

Factors affecting employee placement. Yuniarsih and Suwanto (2009: 117) argued that the factors that affect the placement of employees include:

- Education, which is the minimum required education concerning:
Education should be which means education should be run.
Alternative education that is other education if forced, with the addition of certain exercises can fill educational requirements that should be.
- Knowledge of work that is knowledge that must be owned by an employee in order to carry out work with reasonable.
This work experience is prior to being deployed and which must be obtained when employees are employed in the field.
- Job skills, that is, the skills or skills to do a job are only obtained in practice. These work skills can be grouped into three categories, namely:
Mental skills, such as analysis, decision making, counting, memorizing, etc.
Physical skills, such as turning the wheel, hoeing, sawing, and others.
Social skills, such as, influencing others, giving speeches, offering goods.
- Work experience, that is an employee's experience of doing a particular job, this work experience is stated in:
Work should be done.
Duration of the job.

2.1.1. Type of Employee Placement

Rivai (2009: 198) disclose the type of employee placement can be grouped among others as follows:

- Promotion is a move that enlarges the authority and responsibility of employees to higher positions within an organization so that the obligations, rights, status and income are greater.
- Transfers occur when an employee is transferred from one field to another whose level is almost equal to both the level of salary, responsibility and structural level.
- Demotion is the transfer of employees from a position to a lower office in an organization, authority, responsibility, income and status is lower.

2.1.2. Employee Placement Method

Sulistiyani and Rosidah (2003: 15) argue that prior to the selection and placement of employees in this case need to look at the methods to be taken in the selection and placement of employees, although in practice each agency applying the method differently. The method to be followed in this case is:

- Determining the needs of human resources.
- Seek budget approval to hold and or fill positions.
- Develop valid selection criteria.
- Procurement (Recruitment).
- Conduct test or otherwise screen the applicants.
- Prepare a list of qualified applicants.
- Held the selection of the most qualified applicants.

2.1.3. Dimensions of Employee Placement

The dimensions used to measure employee placement using placement dimensions put forward by Siagian (2005: 19) are:

- Knowledge is a collection of facts that people have after making observations and thinking and can accumulate.

- Interest is the attention, the joy, the tendency of one's heart to contain the elements of feeling that can determine an attitude that causes a person to be active in a particular activity.
- Skills are a person's ability to accomplish his tasks.
- Experience is something special skill a person already possesses and has experienced by that person.

2.2. Work Environment

Sutrisno (2009: 127) suggests that the work environment is the overall means and infrastructure that exist around employees who are carrying out work that can affect the implementation of work. This work environment includes workplace, facilities and work aids, cleanliness, lighting, tranquility including the relationship between the people in the place. Sofyandi (2008: 82) defines the work environment as an environment where employees perform their daily work. Sedarmayanti (2011: 2) reveals that the work environment is the whole tooling tools and materials and materials encountered the environment around which a person works the method of work and the arrangement of his work either as an individual or as a group.

From several definitions of the work environment it can be concluded that the work environment is a place where employees do daily work, including the physical and non-physical environment.

2.2.1. Type of Work Environment

Sedarmayanti (2009: 21) states that in general, the type of work environment is divided into two namely (a) physical work environment and (b) non-physical work environment. Explanation of the type of work environment can be seen in the description below.

- Physical work environment are all physical circumstances that exist around the workplace where it can affect employees either directly or indirectly. Physical work environment itself can be divided into two categories, namely:
 - Environment directly related to employees, such as; work centers, chairs, tables and so on.
 - An intermediate environment or general environment may also be called a work environment that affects the human condition, for example; temperature, humidity, air circulation, lighting, noise, mechanical vibration, odor, color, and so on.
- Non-physical work environment is all the circumstances that occur related to the work relationship, either with superiors or with colleagues or with subordinates. This non-physical work environment is also a group of work environments that cannot be ignored.

2.2.2. Work Environment Requirements

According to Gie (2009: 210) one example applied in England in 1963 has been established a law on offices (act offices act) which among others specify the requirements of physical work environment (physical conditions) that must be cultivated in every office. They include the following:

- Cleanliness, buildings, equipment, and furnishings should be kept clean.
- The area of office space should not be jammed with employees.
- Air conditioner. Adequate temperature should be maintained in the workspace.
- Ventilation. Circulation of fresh air / cleaned air should be attempted in the workspace.
- Light illumination. Natural lights or lights are suitable and should be enough.
- Health facility. Small rooms, toilets and the like should be reserved for officers and kept clean.
- Laundry facilities. Washroom / hands with soap and towels should be provided.
- Drinking water. Clean water for the purposes of drinking officers should be provided through pipes or special shelters.
- Place of clothes. In the office should be provided where hanging clothes that cannot be used while working.
- Seat. Officers should be provided seating for work purposes.
- Floor, alley, and stairs. The floor should be kept so as not to easily slip, the stairs there are handrail, and the open parts are given a fence.
- Machine. The dangerous part of the machine must be covered and the employee must be trained.
- Heavy load. Employees should not be assigned to lift heavy loads that can bring accidents.
- First aid. In the study room should be provided with a medicine box for first aid and an officer who is trained in providing the assistance.
- Fire custody. Fire tools should be adequately supplied, including the bell sign that a fire has occurred.
- Notification of accidents. Accidents in the office causing death or absences of officers more than 3 days should be reported to the authorities.

2.2.3. Factors That Affect the Work Environment

Factors related to the physical work environment according to Sedarmayanti (2011: 28) include:

- Lighting / light at work

Light or illumination is very beneficial for employees to obtain safety and smooth work, therefore need to note the light (light) is bright but not dazzling. Unclear light causes the vision to become less clear, so the work will be slow, a lot of mistakes, and ultimately lead to less efficient in performing the work, so the company's goals difficult to achieve. Basically, light can be divided into four namely; direct light, semi direct light, indirect light, and indirect light.

- Temperature at work

Under normal circumstances, each member of the human body has different temperatures. The human body is always trying to maintain a normal state, with a perfect body system so that it can adapt to changes that occur outside the body. But the ability to adapt is limitless, that is, the human body can still adjust itself to external temperatures if the temperature change outside the body is not more than 20 percent for hot conditions and 35 percent for cold conditions, from the normal state of the body.

According to the results of research, for different levels of temperature will give different effects. This situation is not absolutely applicable to every employee because the adaptability of each employee is different, depending on how the employee can live.

- Humidity at work

Humidity is the amount of water contained in air, usually expressed in percentage. This humidity is related or influenced by air temperature, and together between temperature, humidity, air velocity and heat radiation from the air will affect the state of the human body upon receiving or releasing heat from the body. A situation with extremely hot air and high humidity, will cause a massive reduction of heat from the body, due to the evaporation system. Another effect is the rapidly increasing heart rate due to the more active circulation of blood to meet the needs of oxygen, and the human body is always trying to achieve balance between body heat with the surrounding temperature.

- Circulation at work

Oxygen is a gas needed by living things to maintain survival, that is for metabolic processes. The air around is said to be dirty when the oxygen levels in the air have been reduced and have mixed with gas or odors that are harmful to the health of the body. The main source of fresh air is the presence of plants around the workplace. Plants are the oxygen producers needed by humans. With sufficient oxygen around the workplace, both will provide coolness and physical fitness. A cool and refreshing feeling during work will help accelerate the recovery of the body due to fatigue after work.

- Noise at work

One of pollution is enough to occupy the experts to overcome the noise of sounds that are not desired by the ear. Not in the will, because especially in the long run the sound can disrupt the working calm, damage the hearing, and cause communication errors, even according to research, serious noise when causing death. Because the work requires concentration, the noise should be avoided so that the implementation of work can be done efficiently so that work productivity increases.

2.2.4. Dimension of Work Environment

Sedarmayanti (2011: 28) states that the work environment can be measured through indicators as follows:

- The physical environment
 - Work equipment
 - Lighting or light
 - Air temperature
 - Job security
- Non-physical work environment
 - Employee relationships with superiors
 - Employee relationships with colleagues
 - Working relationships with subordinates.

2.3. Motivation

Ranupandojo and Husnan (2000: 78) states that motivation as a state within a person to encourage individual desire to perform certain activities in order to achieve a goal. So, the motivation that exists in a person will realize a behavior directed towards the goal of achieving the goal of satisfaction.

Sedarmayanti (2007: 233) provides the definition of motivation is the desire that is in an individual who stimulate action. Sedarmayanti (2007: 233) defines motivation as the whole process of motivation to work to subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently and economically. Based on that opinion motivation can be concluded as an impulse that exists in man in behave that can generate spirit as effort fulfillment requirement, which influenced by situation and condition of environment.

2.3.1. Factors That Affect Motivation

The achievement of organizational goals is influenced by the productivity of employees. Productivity is influenced by the motivation of employees to achieve these goals. Therefore, the leadership of the organization must try to make the employees have high motivation in performing their duties. The identification of factors that may affect employee motivation is a reality that management must understand so they can motivate employees.

According to Sabma (2001: 28) said that the work motivation which is a system is influenced by three factors: individual, job characteristics, work situation characteristics.

Stoner (2001: 28) defines the characteristics of the individual as "the interests, attitudes, and needs that one brings to the work situation". Thus, it can be seen that the individual characteristics include interest, attitudes toward himself, his job, and the needs he wants.

A satisfactory intrinsic job will motivate most people, rather than unsatisfactory work. According to Herzberg there are two sets of conditions that affect a person in his work. The first set of conditions is called the "cause of satisfaction" factor, while the latter is called the "cause of discontent" factor.

Factors that cause satisfaction about achievement of results, recognition, responsibility, and progress. The cause of this satisfaction relates to the nature of the job and the rewards generated directly from the performance of the job task. While the factors causing dissatisfaction include factors such as salary, working conditions and organizational policies, where this factor arises due to a person's relationship to the organization's environment (work atmosphere) where the work is carried out.

Factors characteristic of the work situation consists of two things: the nearest work environment and organizational action as a whole.

2.3.2. Purpose of Motivation

Hasibuan (2005: 47) argued that the purpose of motivation, among others, as follows:

- Remind, activate, encourage someone to a particular destination.
- Increase productivity.
- Improving working capital by giving someone a chance to excel in the organization.

Innovative organizations are always thinking about effective work, so that the work easily controlled and assessed its implementation, so easy to determine the performance of employees. Motivation is the impetus for employees to further improve the quality and productivity of himself so that later they will improve the performance of employees.

2.3.3. Type of Motivation

Motivation has a very important role to improve employee performance. Without motivation or encouragement to work on the employee, then the job given the leadership and the responsibility of employees will not be resolved. A leader must be able to determine what type of motivation is suitable for employees, because as an individual employee covered by various needs that must be met.

Based on that, according to Ranupandojo and Husnan (2002: 04) motivation can be divided into 2 (two) types, namely positive motivation and negative motivation.

- Positive Motivation

Positive motivation is the process of influencing others to run what we want. The way that can be used in meeting the needs of employees using positive motivation is by providing incentives.

- Negative Motivation

Negative motivation is a process to influence others by scaring or encouraging someone to do a job those results in an unfavorable goal. Because accompanied by coercion, threats, such as scare with demotion, pay cuts, and so forth.

Based on the above understanding, the leadership in providing motivation to subordinates should be able to use both types of motivation. As well as the leadership in providing both types of motivation should be able to adjust to the place and who is given motivation. Implementation of positive motivation in the framework of fulfilling long-term goals that generate good work with high morale, while for negative motivation in the framework of short-term fulfillment by generating work

Dimensions of motivation

Munandar (2008: 323) revealed there are several dimensions or measurements of employee motivation, among

others:

- Behavior active / proactive, i.e. behavior trying to improve the ability or can also be said to seek / find / create opportunities.
- Behavior reactive, the behavior of waiting for an opportunity from the work environment, or can also be interpreted as a lazy behavior awaiting instructions from the leadership.

2.4. Work Performance

Job performance is defined by Sondang (2008: 223) as an assessment that acts as feedback on matters such as ability, fatigue, shortcomings and potential which in turn are useful for determining goals, pathways and career development. Sirait (2007: 128) reveals work performance is the process of evaluating the performance or work of employees conducted by the

organization. According to Mondy (2008: 210) work performance is defined as a system to review and evaluate the work of employees.

According to Mangkunegara (2009: 67) job performance is defined as the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. From some sense of work achievement above, it can be concluded as the result of work both quantity and quality in the form of goods and services that can be achieved by someone in carrying out the work within a certain period.

2.4.1. Job Performance Function

For an organization or company, the main purpose of the evaluation is to improve the performance of its members in order to achieve maximum organizational goals. The most important problem in employee performance is caused by dissatisfaction. According to Mondy (2008: 211) the usefulness of job performance includes:

- Human resource planning
Through job performance data, employees can know the rank of their work and prepare the needs of employees in terms of quality and quantity in an organization.
- Recruitment and Selection
Job performance data may be helpful in predicting the performance of new employees.
- Training and development
Through job performance data, management can determine what training and development needs are needed by employees.
- Career planning and development
Job performance data is needed to measure employee's strengths and weaknesses. Employees working in a particular field can actually do work in other fields; it can be measured through other fields.
- Compensation
Employee performance data can be used as a basis for wage or salary. Many leaders believe that by increasing wages or salaries, employee performance will also be very good. Provision of compensation will motivate employees to work better, because if the compensation is in accordance with their work performance then employees will feel satisfied.
- Employee Placement
Job performance data can also be used for decision making in employee placements such as promotions, demotions, temporary employment dismissals, transfers, and dismissals.
- Estimated employee capability
Some organizations or companies to estimate their employees' ability to use performance appraisal tools. Although past employee behaviors may be used as predictions of future employee results but past employee performance in completing the work may not be appropriate in demonstrating future performance at a higher or different position.

2.4.2. Dimensions of Work Performance

Sirait (2007: 137) suggests that there are several aspects that must be considered in measuring employee performance among others as follows:

- Quality of work
Quality of work can be measured based on the mastery of science and technology owned by the employees that are in it concerning the provision of employee opportunities to follow training, courses, and training that support performance improvement. Quality of work can also be measured through employee understanding of the scope of work, employee understanding of the scope of work, understanding of responsibilities and authority carried, accuracy, accuracy, skills, and success.
- Quantity of work
Quantity of work can be measured through the output of output or output and the speed of employees in completing the work.
- Consistency of employees
Consistency of employees can be measured, among others, from the development of skills and self-actualization, for example always follow the development of science and technology, always eager to add insight and desire to move forward.

3. Research Methods

3.1. Research Design

The research was conducted by explanatory method that is unstructured and informal research with the aim to get information about the general nature of the research problem. Explanatory research explains the relationship or the influence of the purchased variable called "hypothesis testing". The research model developed is described as follows:

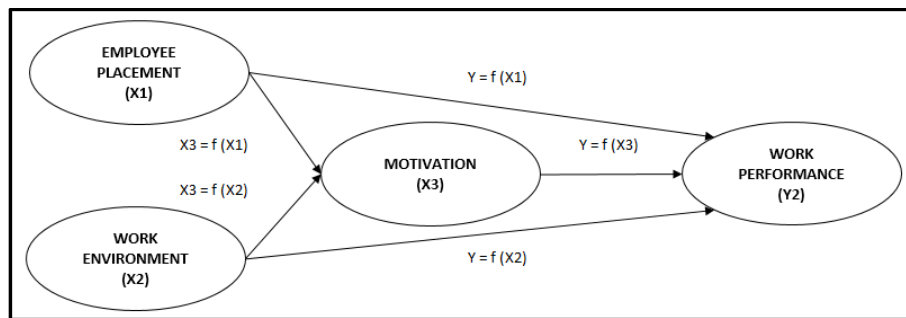


Figure 1: Conceptual Framework of Research Model

3.2. Population and Sample

Population according to Umar (2008: 137) is defined as a collection of elements having the same particular characteristics and having equal opportunity to be selected as a sample member. Population in this research is all employees at Staff General Personnel Army that is as much 100 employees. While Suharsimi (2009: 131) defines the sample as part or representative of the population under study. In order to obtain a representative sample of the population, each subject in the population is attempted to have equal opportunity to sample. The sampling technique used in this research is simple random sampling. According Sugiyono (2009: 66) is a simple random sampling (random sample) is a way of sampling from members of the population by using random regardless of the strata (level) in members of the population. The sampling number is 100 employees in Army Personnel General Staff.

3.3. Data Collection Technique

Data collection method used in this research is questionnaire (questionnaire). Questionnaires can be open questions that include the identity of respondents and closed questions along with alternative answers so that respondents just choose one of the alternative answers. Respondents were asked to fill out the questionnaire answers by checking (✓) on the measurement scale listed below according to the respondents' correct assessment of the statements in the questionnaire. Measurement scale used in the questionnaire has a score between 1-5, the more to 1 then the answer is increasingly not agree until the 5th to mean the answer strongly agree.

3.4. Data Processing Technique

The data obtained in this research needs to be further processed in order to be able to analyze and taken a proper conclusion. Therefore, it is necessary to set data processing techniques in accordance with the purpose of research to be achieved, also to test the truth of the hypothesis.

3.4.1. Validity Test

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. A measuring instrument is said to be valid if the instrument measures what should be measured (Sugiyono, 1999). Testing the validity of each item used item analysis of the instrument in this study is done internal consistency approach that correlates the score of each item with a total score which is the number of each item score. The correlation used is Pearson's Product Moment correlation. Testing using Pearson correlation is done by correlating the score of each question item with the total score of the variable. The decision rule of decision is if there is a relation between the question item with the total question as a whole and the value of P value below the real level (α) 0.05, then the questionnaire is valid.

3.4.2. Test Reliability

Reliability tests the consistency of an instrument in measuring the concept to be measured or performing its measuring function. Reliable instruments are instruments that when used multiple times to measure the same object will produce the same data (Sugiyono, 1999). In this research the reliability test is done by calculating Cronbach's Alpha from each instrument in a variable. Instruments used in variables are said to be reliable when having Cronbach's alpha greater than 0.6 (Nunnaly, 1978).

4. Research Results and Discussion

The results of the study describe the identity of respondents as well as the average index of responses of respondents to each variable used. Then proceed with the analysis and discussion of the proposed problem. But before the authors further elaborate on the analysis and discussion of the variables studied in advance the authors describe about the reliability and validity test against each variable (work environment, employee placement, motivation and job performance).

4.1. Validity Test

Validity test is used to test each research variable, where the entire research variable contains 40 statements answered by 100 respondents. The criteria used in determining whether or not valid statements used in this study are as follows: trust level = 95 percent (probability or $\alpha = 5\%$), degrees of freedom ($dk = n - 2 = 100 - 2 = 98$), obtained r Table = 0.202. If r count is greater than r Tables and r values are positive, then the statement item is said to be valid (Ghozali, 2005: 17). Based on the analysis that has been done, the test results of validity can be shown in the table below.

Variable	Statement	R arithmetic	R Table	Description
Employee Placement (X1)	Question 1	0,936	0,202	Valid
	Question 2	0,924	0,202	Valid
	Question 3	0,914	0,202	Valid
	Question 4	0,945	0,202	Valid
	Question 5	0,912	0,202	Valid
	Question 6	0,862	0,202	Valid
	Question 7	0,954	0,202	Valid
	Question 8	0,960	0,202	Valid
	Question 9	0,789	0,202	Valid
	Question 10	0,933	0,202	Valid

*Table 1: Validity Test Results Instrument Variable Employee Placement
Source: Primary Data, processed in 2017*

Variable	Statement	R arithmetic	R Table	Description
Work Environment (X2)	Question 1	0,846	0,202	Valid
	Question 2	0,954	0,202	Valid
	Question 3	0,901	0,202	Valid
	Question 4	0,943	0,202	Valid
	Question 5	0,934	0,202	Valid
	Question 6	0,858	0,202	Valid
	Question 7	0,939	0,202	Valid
	Question 8	0,958	0,202	Valid
	Question 9	0,954	0,202	Valid
	Question 10	0,911	0,202	Valid

*Table 2: Validity Test Results Instrument Variable Work Environment
Source: Primary Data, processed in 2017*

Variable	Statement	R arithmetic	R Table	Description
Motivation (X3)	Question 1	0,955	0,202	Valid
	Question 2	0,939	0,202	Valid
	Question 3	0,931	0,202	Valid
	Question 4	0,920	0,202	Valid
	Question 5	0,957	0,202	Valid
	Question 6	0,926	0,202	Valid
	Question 7	0,959	0,202	Valid
	Question 8	0,877	0,202	Valid
	Question 9	0,863	0,202	Valid
	Question 10	0,890	0,202	Valid

*Table 3: Validity Test Results Instrument Variable Motivation
Source: Primary Data, processed in 2017*

Variable	Statement	R arithmetic	R Table	Description
Work Performance (Y)	Question 1	0,885	0,202	Valid
	Question 2	0,956	0,202	Valid
	Question 3	0,851	0,202	Valid
	Question 4	0,929	0,202	Valid
	Question 5	0,872	0,202	Valid
	Question 6	0,958	0,202	Valid
	Question 7	0,959	0,202	Valid
	Question 8	0,939	0,202	Valid
	Question 9	0,952	0,202	Valid
	Question 10	0,920	0,202	Valid

*Table 4: Test Results Instrument Validity of Work Performance Variables
Source: Primary Data, processed in 2017*

Based on Tables 1, 2, 3 and 4 it can be seen that from the 40 items of variable question used (employee placement, work environment, motivation, and job performance) the result is valid.

4.2. Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In Table the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

Variable	Cronbach Alpha (α)	Description
Employee Placement (X1)	0,982	Reliable
Work Environment(X2)	0,984	Reliable
Motivation(X3)	0,984	Reliable
Work Performance (Y)	0,984	Reliable

*Table 5: Reliability Test Results Instrument Variable Research
Source: Primary Data, processed in 2017*

Based on the reliability test results above Cronbach alpha can be seen that all existing statements form a reliable measure of the variable placement of employees, work environment, motivation and work performance to form a reliable measure of each dimension.

4.3. Discussion

4.3.1. Effect of employee placement and work environment on job performance

R square value on the partial influence of variable placement of employees and work environment on work performance that is equal to 0.261. This value can be interpreted that variation of change of work achievement variable can be explained by variation of variable change of employee placement and work environment that is equal to 26,1% while the rest that is equal to 73,9% influenced by other variable outside placement factor and work environment.

The result of f arithmetic is 9,618 when compared with f table ($\alpha = 0,05$ DF = 2; 98), then the value of f Table equal to 3.09. From result f arithmetic and f Tables obtained when compared can be concluded that the value of f arithmetic is greater than f Table. The value of the effect of employee placement and work environment on work performance can be seen in Table 7.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 ^a	.261	.260	.475

*Table 6: Effect of Employee Placement and Work Environment on Job Performance
a. Predictors: (Constant), Work environment, Employee placement*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.568	2	3.784	9.618	.000 ^b
	Residual	594.182	97	6.126		
	Total	601.750	99			

*Table 7: Results F Calculate the Influence of Employee Placement and Work Environment on Job Performance
a. Dependent Variable: Job achievement
b. Predictors: (Constant), Work environment, Employee Placement*

The effect of employee placement variable and work environment on work performance can be seen from the equation which is composed that is $Y = 0,257x_1 + 0,282x_2$

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.550	6.886		7.050	.000
	Employee placement	.465	.085	.257	2.548	.000
	Work environment	.383	.107	.282	9.784	.000

Table 8: Effect of Employee Placement and Work Environment on Job Performance
a. Dependent Variable: Work performance

In Table 8 it can be seen that the effect of employee placement variable and work environment has a positive effect on job performance. The value of standardized Coefficients employee placement of 0.257, this value means that if the employee placement program can be implemented in accordance with the target set then the performance of employees increased by 0.257. The value of standardized Coefficients work environment of 0.282 means that the establishment of a conducive working environment will have an impact on employee performance of 0.282. From each regression coefficient value obtained by the regression coefficient value of work environment has a greater coefficient value than the coefficient value of employee placement variable. Where this statement can be interpreted that the priority for the organization in improving employee performance is focused on the formation of work environment both physically and nonphysical.

From the analysis described in the analysis of the effect of employee placement variable and work environment on the work performance can be concluded that the hypothesis stating "there is influence of employee placement and work environment on employee performance in General Staff Personnel Army" hypothesis proved and accepted.

4.3.2. Effect of employee placement and work environment on motivation

R square value on the partial influence of variable placement of employees and work environment to employee motivation that is equal to 0,505. This value can be interpreted that variation of change of employee motivation variable can be explained by variation of variable change of employee placement and work environment that is equal to 50,5% while the rest that is equal to 49,5% influenced by other variable outside placement factor of employee and work environment.

The result of f arithmetic obtained is 7,569 when compared with f Table ($\alpha = 0.05$ DF = 2; 98), then the value of f Table of 3.09. From result f arithmetic and f Tables obtained when compared can be concluded that the value of f arithmetic is greater than f Table. The value of the influence of employee placement and work environment on employee motivation can be seen in Table 10.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 ^a	.505	.501	.190

Table 9: Summary Model Effect of Employee Placement and Work Environment on Motivation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.456	2	2.728	7.569	.000 ^b
	Residual	465.340	97	4.797		
	Total	470.796	99			

Table 10: Results F Calculate the Influence of Employee Placement and Work Environment Motivasi
a. Dependent Variable: Motivation

b. Predictors: (Constant), Work environment, Employee placement

The influence of employee placement variable and work environment on employee motivation can be seen from the equation which is composed that is $Y = 0,257x_1 + 0,282x_2$

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.965	.094		8.363	.000
	Employee placement	.757	.075	.611	9.009	.000
	Work environment	.571	.094	.706	15.605	.000

Table 11: Effect of Employee Placement and Work Environment on Employee Motivation
a. Dependent Variable: Motivation

Base on Table 11, it can be seen that the effect of employee placement variable and work environment have a positive effect on employee motivation. The value of standardized coefficients employee placement of 0.611, this value means that if the employee placement program can be implemented in accordance with the target set then the employee motivation increased by 0.611. The value of standardized coefficients work environment of 0.706 means that the establishment of a conducive working environment will have an impact on employee motivation of 0.706. From each regression coefficient value obtained by the regression coefficient value of work environment has a greater coefficient value than the coefficient value of employee placement variable. Where this statement can be interpreted that the priority for the organization in improving employee motivation is focused on the formation of work environment both physically and nonphysical.

From the analysis described in the analysis of the effect of employee placement variable and work environment on employee motivation, it can be concluded that the hypothesis stating "there is influence of employee placement and work environment on motivation in General Staff of Army Personnel" hypothesis proved and accepted.

4.3.3. The influence of motivation on work performance

R square value on the partial influence of motivation variable on work performance that is equal to 0.372. This value can be interpreted that variation of change of work achievement variable can be explained by variation of employee motivation variable change equal to 37,2% while the rest that is equal to 62,8% influenced by other variable outside employee motivation.

The result of t arithmetic is 12,970 compared to t table (alpha = 0, 05 DF = 2; 98), then t value equal to 1,671. From the results t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of employee motivation on work performance can be seen in Table 12.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.372	.370	.466

Table 12: Partial Effect of Motivation on Job Performance
a. Predictors: (Constant), Motivation

Effect of employee motivation variable on work performance is $Y = 0,797x3$

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.807	5.121		10.116	.000
	Motivation	.311	.114	.797	12.970	.000

Table 13: Partial Influence Motivation on Job Performance
a. Dependent Variable: Work performance

4.3.4. Indirect influence of employee placement on job performance through motivation

From the results of data processing has been done then the equation of variables as follows.

Equation I: $Y = f(X1X2) = b1x1 + b2x2$
 $Y = 0.257x1 + 0.282x2$

Equation II: $X3 = f(X1X2) = b1x1 + b2x2$
 $Y = 0.611x1 + 0.706x2$

Equation III: $Y = f(X3) = b3x3$
 $Y = 0.797x3$

The immediate effects that can be composed are: $Y = 0.257x1$ and $Y = 0.282x2$

The indirect effect of employee placement on work performance that can be prepared are: $(0.797) (0.611) = 0.486$

In the research model this equation can be seen in the model picture below:

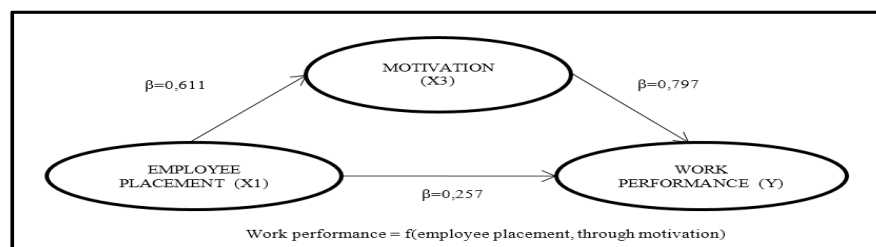


Figure 2: Model Analysis 1

From the direct and indirect influence can be explained that the magnitude of the direct influence of employee placement on job performance that is equal to 0.257, while the magnitude of indirect effect of employee placement on work performance through motivation that is equal to 0.486. From the above explanation can be concluded that the value of indirect influence is greater than the value of direct influence that gives the meaning that the motivation variable is able to mediate the placement of employees on job performance. This statement interprets that in support of employee performance, the employee is expected to pay more attention to employee motivation both intrinsically and extrinsically. This statement can be implemented that in supporting the success of employee placement is expected to also pay attention to employee motivation that will contribute to employee performance. With these values proven, the hypothesis stating that "there is an indirect effect of employee placement on employee performance through motivation in General Staff of Army Personnel" can be proven and accepted.

4.3.5. Indirect influence of work environment on work performance through motivation

From the results of data processing has been done then the equation of variables discussed as follows.

$$\text{Equation I: } Y = f(X_1, X_2) = b_1x_1 + b_2x_2$$

$$Y = 0.257x_1 + 0.282x_2$$

$$\text{Equation II: } X_3 = f(X_1, X_2) = b_1x_1 + b_2x_2$$

$$Y = 0.611x_1 + 0.706x_2$$

$$\text{Equation III: } Y = f(X_3) = b_3x_3$$

$$Y = 0.797x_3$$

The immediate effects that can be composed are

$$Y = 0.257x_1$$

$$Y = 0.282x_2$$

Indirect influence of work environment on work performance that can be arranged that is: $(0.797)(0.706) = 0.562$

In the research model this equation can be seen in the model picture below.

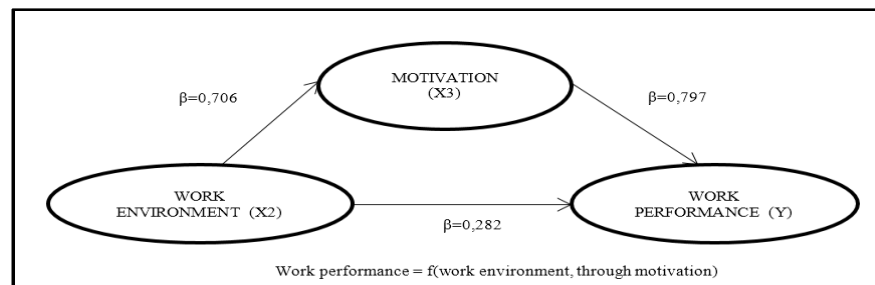


Figure 3: Model Analysis 2

From the direct and indirect influence described can be explained that the magnitude of the direct influence of work environment on job performance that is equal to 0.282, while the amount of indirect influence of work environment on work performance through motivation that is equal to 0,562. From the above explanation can be concluded that the value of indirect influence greater than the value of direct influence which gives the meaning that the motivation variable able to mediate the work environment to the work performance. This statement interprets that in support of employee performance; the employee is expected to pay more attention to employee motivation both intrinsically and extrinsically. This statement can be implemented that in supporting the successful implementation of a conducive working environment both physically and non-physically can also pay attention to employee motivation which will contribute to employee performance. With these values proven, the hypothesis that "there is an indirect influence of work environment on employee performance through motivation in General Staff of Army Personnel" can be proven and accepted.

5. Conclusions and Suggestions

5.1. Conclusion

From the results of the analysis can be concluded that partially each independent variable placement of employees and the work environment has an influence on employee performance in General Staff Personnel Army. Then the result of employee motivation variable analysis as intervening variable can be proved perfectly that employee motivation variable give indirect effect on employee placement variable to employee performance and work environment variable to work performance of employee. This statement can be proved by the amount of indirect influence (work environment on employee performance and employee placement on employee performance) through employee motivation identified as intervening variable.

5.2. Suggestion

- As the input material from the author refers to the analysis and discussion that has been done in the previous chapter, then the authors propose recommendations in the form of suggestions. Where the description of the author's suggestion can be described as follows.
- The success of employee placement program can be identified from the value of the respondents answer the largest study answered strongly agree on the indicators of knowledge, interests, and experience. Input can be submitted from the results of this analysis if the organization pays attention to the employee placement program on employee knowledge indicators, employee interests to the position of the offered positions and experience of employees to occupy positions offered then employee performance can be improved.
- The work environment variables measured in this study relate to the physical condition and non-physical conditions present in the organization. A conducive working environment will greatly support employees in performing the tasks assigned by the organization. For that in an effort to achieve goals and objectives that have been established through the achievement of work (performance) of each individual employees is expected to create a conducive working environment. It is expected that the creation of a conducive working environment in addition to the work of each individual employee is achieved will have an impact also for employee loyalty in this case is an employee in the Army Personnel General Staff.
- Giving motivation of employees from leaders and organizations in this study is measured through how the formation of employee behavior that is measured through active behavior and reactive behavior. Where in the results of this study the provision of training programs and the formation of existing work environments around employees are expected to encourage active behavior that is reflected in the awareness to perform tasks and responsibilities provided by the organization through the leadership above.
- For further research that want to raise employee performance variable, should be able to relate other variables that are assumed can influence improvement of work performance of employees outside work environment variable, employee placement and employee motivation such as organizational culture, leadership, organizational commitment and can pay more attention to the use of measurements on each of the variables used, especially on indicators that have the answers are less precise or less agree. So, it is expected to pay attention to the variables and measurements of each variable is expected to be more enrich the research in the field of human resources management, especially in this case is related to work performance variables.

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