



The Impact of Work Placement, Work Environment, Work Motivation, and Communication on Employee Performance in the Library and Archives of the Medan City Government

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Abstract. Employee performance is essential because high performance will be able to motorize all the elements in an organization to achieve its goal. The civil servant knows that good performance has an optimal role in national development. This research aims to analyze the influence of work placement, work environment, work motivation, and communication on employee performance in a state service office. Observation and questionnaire distribution were carried out for data collection. The analysis used in this research was descriptive statistical analysis, while the data analysis instruments used the multiple linear regression method. The study's results show that work placement, work environment, work motivation, and communication have a positive and significant influence on employee performance in the office.

Keywords: Work placement · work environment · work motivation · communication · employee performance

1 Introduction

1.1 Background

Employee performance is critical because high performance can direct all organizational elements to accomplish the common goals [1]. Job placement, work motivation, work environment, and communication can influence performance. According to Wirawan [2], employee performance results from the synergy of employees' internal factors driven by self-motivation and external factors driven by the work environment. Nevertheless, other factors like job placement are assigning tasks and jobs to workers who pass the selection to be implemented following the scope that has been set and responsible for all risks and risks.

In addition, it is important to create effective communication in the organization because effective communication will accelerate employee performance and increase productivity that is meaningful for the organization [3].

As a servant of the state and society, the state civil apparatus knows that performance has an optimal role in national development. Therefore, it is necessary to build government apparatus, namely directed employees who can ensure the smoothness and integration of tasks, the implementation of useful and professional government functions, effective implementation and administrative empowerment measures need to be continued by increasing resources and welfare.

Employee performance is a measure of the success of an organization. To achieve an optimal organizational goal, employee remuneration is needed for employees to create a work ethic to improve work results.

In Table 1, 30 respondents were allowed to choose 1 of 4 options given on the factors that affect the performance of the Library and Archives Office of the Medan city government. The pre-survey results show that 43.33% or 13 people answered the work motivation factor. The work environment is ranked second with 30.00% or 9 people, then communication is ranked third with 16.67% or 5 people. Lastly, the work placement factor is ranked fourth with 10.00% or 3 people answering it.

The pre-survey results in this study, work motivation, work environment, communication, and job placement, were further analyzed to determine how they influence employee performance. Motivation will encourage a person or group or even an organization to realize a purpose in life. Employees of the Library and Archives Office of the Medan city government must be motivated to exert their efforts and abilities if work motivation is believed to produce performance. High employee performance will result in awards, and employees' willingness to work with high performance will be determined by how high the workplace is.

Based on this background, the following research questions were formulated. (1) What is the effect of job placement on employee performance of the Library and Archives Office of the Medan city government? (2) What is the effect of the work environment on employee performance of the Library and Archives Office of the Medan city government? (3) What is the effect of work motivation on employee performance of the Library and Archives Office of the Medan city government? (4) What is the effect of communication on employee performance of the Library and Archives Office of the Medan city government? (5) What is the effect of job placement, work environment, work motivation, and communication on employee performance of the Library and Archives Office of the Medan city government?

Table 1. Pre-survey of Factors Affecting Performance in the Library and Archives of the Medan City Government.

No	Factors Affecting	Number of answers	(%)
1	Work Motivation	13	43,33%
2	Work Environment	9	30,00%
3	Communication	5	16,67%
4	Work Placement	3	10,00%

1.2 Attribution Theory

Attribution theory is a theory of individual behavior developed by Heider [4]. Attribution theory studies how a person interprets an event, reason, or because of his behaviour [5]. This theory is one of the theories in behavioral research that can be used to study individual behavior. There are three roles of behavior that determine attribution in determining whether the cause of the behavior is internal or external: specificity, consensus, and consistency.

According to Kelley [6], the determination of causal attribution of whether an individual or situation is influenced by three factors. Consensus is the behavior shown when everyone facing a similar situation responds in the same way. Distinctiveness is the behavior shown by different individuals in different situations. Distinctiveness refers to whether an individual acts the same in various circumstances. Consistency is the same behavior in one's actions over time.

Appropriate job placement, supported by a good work environment, will increase employee performance. While low motivation and poor communication will decrease employee performance [7].

There are two situational factors based on attribution theory. First, internal factors, namely employee motivation and communication, will improve performance [8]. Second, external factors include social conditions in the organization, such as its work environment and adequate work placement and good condition can also improve performance [9].

1.3 Human Resource Management

Human resource management is a process of managing a group of people in an organization using various techniques to develop employees' ability to achieve the organization's vision through a series of missions and work programs set by the leader [10].

With good human resource management, organizations can empower human resources for short-term benefits and the growth, development, and self-satisfaction of human resources.

According to Torrington & Huat [11], human resource management is: (1) human resource management is part of management. (2) Human resource management concerning persons, employees, workers, or staff working in an organization. (3) Human resource management pays attention to the well-being of the people in the organization. (4) Prosperous employees or staff are expected to work effectively as a group/team and contribute to the organization's success.

1.4 Work Placement

Judge & Boyle [12] stated that job placement of employees is a follow-up of the selection, that is, the placement of prospective employees received (passed the selection) in positions/jobs that require and at the same time delegate authority for it. Placement is the end of the selection process. It is the final policy of selecting new employees to occupy the positions required by the company [13]. Company benefits in placing employees in a proper position are (1) The company can fill job vacancies, (2) Entrepreneurship

can increase enthusiasm and passion for work, (3) The company acquires new ideas in developing the company, (4) Creating a harmonious work atmosphere because people work according to their field.

1.5 Work Environment

The work environment is all the facilities and infrastructure around the employees that can affect the execution of work. The work environment includes the workplace, facilities and infrastructure, cleanliness, lighting, tranquillity, and work relationships among employees [14].

The work environment is everything around the worker that can influence himself in carrying out the assigned tasks, such as hygiene, music, and so on [15].

According to Budianto & Katini [16], the work environment is divided into two, which are (1) Physical work environments, are all the physical conditions around the workplace that can directly or indirectly affect employees, (2) Non-physical work environment is any situation related to work relation with superiors, co-workers, and subordinates. Creating a convenient work environment that can meet the needs of employees will provide satisfaction and improve work ethic.

1.6 Work Motivation

According to Mangkunegara [17], Work motivation is the encouragement of needs in employees which must be addressed in order for the employee to adapt to the environment and achieve the objectives set out. To put it another way, motivation is “energy used to elicit an impulse in oneself towards achieve a certain goal”.

Motivation has internal and external components. The inner component is a change in a person, a state of dissatisfaction, and psychological tension. The external component is something that a person desires, the goal of which is the direction of his behavior. Mangkunegara [17] revealed that work motivation indicators are as follows: (1) Responsibility, has a high level of personal responsibility for his work, (2) Work performance, do something/work as best you can, (3) Opportunity to advance, the desire to get a fair wage in accordance with the job, (4) Recognition for performance, the desire to earn a higher wage than usual, (5) Challenging work, the desire to learn to master his work.

1.7 Communication

To cope with an unpredictable or ever-changing environment, businesses use communication to create and exchange messages in a network, as well as interdependent relationships. [18]. The communication process starts from a person’s mind who will transmit (deliver) a message or information.

According to Sutardji [19], there are several indicators of effective communication as follows: (1) Understanding, this indicators describe the ability to attentively comprehend the message as meant by the sender, (2) Fun, this indicator will be achieved if the communication process is good, it should also take place in a nice atmosphere between the two sides, (3) Influence on attitude, The purpose of communicating is to influence

attitudes, (4) A better relationship, the process of effective communication inadvertently increases the rate of interpersonal relationships, (5) Action, Communication will be effective if both parties can do the action as conveyed by the communicator.

1.8 Performance

According to Mangkunegara [17], performance is the outcome of an employee’s capacity to complete duties in accordance with the responsibilities assigned to him by his employer in terms of quality and quantity. Furthermore, performance can be described as a person’s outcome and effort as a result of their abilities and activities in a certain setting. According to Robbins [19], dimensions and indicators of employee performance, are (1) Quality of work the indicators are neatness, ability, and success. The second dimension is (2) Quantity of work, the indicators are speed and satisfaction. The third dimensions (3) is responsibility, the indicators are work results, decision-making, facilities, and infrastructure. The fourth dimension (4) is Cooperation. The indicators are solidarity and good relations with co-workers and superiors. The fifth dimensions (5) is initiative, the indicator is independence.

1.9 Conceptual Framework

Based on the background, the authors formulated the following conceptual framework (Fig. 1).

1.10 Hypotheses

1. Hypothesis 1: Job placement has a positive and significant effect on employee performance of the Library and Archives Office of the Medan city government.
2. Hypothesis 2: Work environment has a positive and significant effect on employee performance of the Library and Archives Office of the Medan city government.
3. Hypothesis 3: Work motivation has a positive and significant effect on employee performance of the Library and Archives Office of the Medan city government.

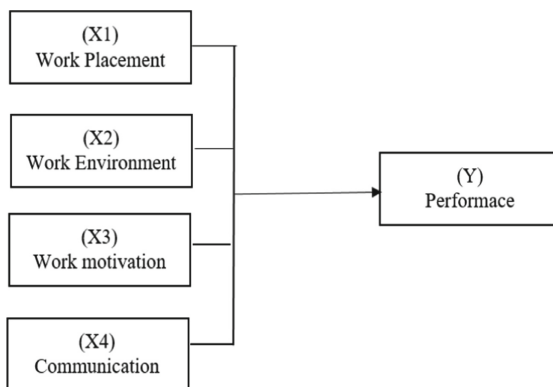


Fig. 1. Conceptual Framework

4. Hypothesis 4: Communication has a positive and significant effect on employee performance of the Library and Archives Office of the Medan city government.
5. Hypothesis 5: Job placement, work environment, work motivation, and communication affect employee performance of the Library and Archives Office of the Medan city government.

2 Research Methods

This study used associative research. Associative research is the formulation of research problems to investigate the relationship between two or more variables [20]. The form of relationship in this study is a causal relationship arising from independent variables, namely (X1) Job Placement, (X2) Work Environment, (X3) Work Motivation, and (X4) Communication to (Y) Employee Performance of the Library and Archives Office of the Medan city government.

This research was conducted at the Library and Archives Office of the Medan city government, located at Jl. Iskandar Muda No. 270, Petisah Tengah, Kec. Medan Petisah, Medan City, North Sumatra 20111.

The population in this study was 112 employees of the Library and Archives Office of the Medan city government. The study use saturated sampling, which use all members of the population as sample. This type of sampling also known as census, in which all of the population were used as unit analysis.

Data were obtained directly from the research subject (primary data) using interviews, and respondents' questionnaires. For the purpose of analysis is multiple linear regression analysis methods was used, since there are multiple independent variables This method is usually used to determine the direction and also evaluate the relation between independent and the dependent variables. The model of multiple linear regression equations is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e \quad (1)$$

Description

Y	Performance
X1	Work placement
X2	Work environment
X3	Work motivation
X4	Communication
a	Constant value
b1, b2, b3, b4	Regression coefficient
e	Error term

3 Results and Discussion

3.1 Validity and Reliability Test

All X1, X2, X3, X4, and Y variables have values above 0.6. Therefore, based on these results, the research instrument is better if the reliability value approaches 1. Furthermore, the reliability test results can be seen in Table 2.

Table 2. Reliability Test Results

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Work Placement	144.95	717.204	.303	.117	.600
Work Environment	145.21	654.296	.451	.121	.627
Work Motivations	145.13	628.081	.462	.149	.618
Communication	147.98	730.612	.196	.049	.662
Performance	147.69	644.865	.497	.171	.605

Based on the results of the reliability test in Cronbach's Alpha, if an item is deleted, X1 (6.00), X2 (6.27), X3 (6.18), X4 (6.62), and Y (6.05), all variables have values above 0.6. The reliability value of the instrument above indicates that the level of reliability of the research instrument is sufficient because it is close to 1 (>0.60).

3.2 Classical Assumption Test

3.2.1 Normality Test

The test was performed to verify the normality distribution of the data. The value of Asymp should be sig > 0.5, in order to fulfil the requirement of normal data. If the value of Asymp sig < 0.5, then the data is not the normal.

Table 3 exhibits the value of Asymp. Sig. (2-tailed) is 0.125 and above the significance value (0.05). Then the interpretation is that if the value is above 0.05, then the data distribution can be assumed met the normality criteria.

3.2.2 Multicollinearity Test

Both VIF and Tolerance values are strong indications that researchers often use to infer the phenomenon of intercorrelation of independent variables. If the VIF value is <10 and or the tolerance value is >0.01, then it can be firmly concluded that there is no multicollinearity problem. The results can be seen in Table 4.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis aims to find the effect of two or more independent variables (X) on the dependent variable (Y). The results of multiple linear regression calculation with the SPSS program in this paper are as in Table 5.

In the Table 5 can be explained as the double regression equation in this study. The formula for the regression equation in this study is as follows:

$$Y = 8.841 + 0.125 + 0.217 + 0.278 + 0.082 + e \quad (2)$$

Table 3. Normality Test Results

		Unstandardized Predicted Value
N		112
Normal Parameters ^{a,b}	Mean	35.0535714
	Std. Deviation	4.80309687
Most Extreme Differences	Absolute	.232
	Positive	.232
	Negative	-.170
Test Statistic		.232
Asymp. Sig. (2-tailed)		.125 ^c

^a Test distribution is Normal.

^b Calculated from data.

^c Lilliefors Significance Correction.

Table 4. Multicollinearity Test

Collinearity Statistics	
Tolerance	VIF
.901	1.109
.823	1.215
.830	1.205
.963	1.038

Table 5. Multiple Linear Regression Results

Model		Unstandardized Coefficients	
		B	Std Error
1	(Constant)	8.841	4.524
	Work Placement	0.125	0.084
	Work Environment	0.217	0.089
	Work Motivations	0.278	0.083
	Communications	0.082	0.072

^a Dependent variables: Performance

The regression equations that have been obtained can be used for predicting the value of the independent variable and the dependent variable are as follows: The value of the constant is 8.841 means that if all the independent variables are zero, then the

Table 6. Coefficient of Determination Test (R2)

Model Summary ^a					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.920b	.871	.748	8.027	1.701

^a Predictors: (Constant), Communication, Work Placement, Work Motivations, Work Environment

^b Dependent Variable: Performance

performance of employees of the Library and Archives Office of Medan city government is worth 8.841.

Work placement (X1) has a regression coefficient of 0.125 which means that for each increase in a work placement of 1 unit, then employee performance of the Library and Archives Office of the Medan city government is worth an increase of 0.125, assuming other factors remain.

Work environment (X2) has a regression coefficient of 0.217 which means that for each increase in the work environment by 1 unit, then employee performance of the Library and Archives Office of the Medan city government increased by 0.217, assuming other factors remain.

Work placement (X3) has a regression coefficient of 0.278. For each increase in the work placement of 1 unit, employee performance of the Library and Archives Office of the Medan city government increased by 0.278.

Communication (X4) has a regression coefficient of 0.082. For each increase in communication by 1 unit, the employee performance of the Library and Archives Office of the Medan City Government increased by 0.082.

3.4 Coefficient of Determination Test (R2)

The adjusted value (R2) indicates that the adjusted value (R2) is 0.871 or 87.1% (Table 6). This means that the influence of competence, training & development, and organizational commitment only give an adjusted value (R2) of 0.871 while the rest of 12.9% is explained by other reasons not studied in this study.

3.5 Hypotheses Testing

3.5.1 F-Test (Simultaneous Test)

This test was conducted to determine whether competence and work motivation simultaneously have a positive and significant effect on employee performance at the level of confidence (Confidence Interval) or the level of hypothesis 5 testing.

Based on ANOVA (Table 7.), it can be seen that the F-value of 2.46 with a significant level (Sig.) of 0.000a. So F count > F table (9.935 > 2.46) or significance (Sig.) < 5% (0.000 < 0.05). The result is concluded that hypothesis 5, namely work placement, work environment, work motivation, and communication, affect employee performance of the Library and Archives Office of the Medan City Government.

Table 7. F-Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	2560.741	4	640.185	9.935	0.00 ^b
	Residual	6894.937	107	64.439		
	Total	9455.679				

^a Dependent Variable Performance

^b Predictors: (Constant), Communication, Work Placement, Work Motivations, Work Environment

Table 8. T-test Results

		Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std Error	Beta			Tolerance	VIF
1 (Constant)	B.B41	4.524		2.954	053		
Work Placement	.125	.084	129	4.489	004	901	1.109
Work Environment	.217	.089	223	2.453	003	823	1.215
Work Motivations	.278	.083	304	3.356	001	830	1.205
Communication	.082	.072	097	3.152	003	963	1.038

^a dependent Variable Performance

3.5.2 T-Test (Partial Test)

T-test (partial test) was conducted to see the influence of independent variables individually.

From the Table 8 we can describe the hypothesis testing as follows. The value of t of work placement variable is 4.489 (> 1.659). Based on this result the first hypothesis (H1) is supported. Job placement increase employee performance of the Library and Archives Office of the Medan city government.

The value of t of work environment variable is 2.453 ($> 1,659$). Based on this result the second hypothesis (H2) is supported. Work environment has a encourage employee performance of the Library and Archives Office of the Medan city government.

The value of t of work motivation variable is 3.356 (> 1.659) Based on this result the third hypothesis (H3) is supported. Work motivation has increase employee performance of the Library and Archives Office of the Medan city government.

The value of t of communication variable is 3.152 (> 1.659) Based on this result the fourth hypothesis (H4) is supported. Communication plays important role in increasing employee performance of the Library and Archives Office of the Medan city government.

4 Conclusion

The study's results show that: Job placement increase employee performance of the Library and Archives Office of Medan city government. Work environment promote employee performance of the Library and Archives Office of Medan city government. Work motivation has improve employee performance of the Library and Archives Office of Medan city government. Communication has increase employee performance of the Library and Archives Office of Medan city government. Job placement, work environment, work motivation, and communication together improve employee performance of the Library and Archives Office of Medan city government. The research deliver implication by giving input material related to improving employee performance and its relationship with job placement factors, work environment, work motivation, and communication.

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