

# **MODERATION EFFECT OF PHYSICAL WORK ENVIRONMENT IN THE EFFECT OF HUMAN RESOURCES PLACEMENT ON EMPLOYEES 'PERFORMANCE IN BADUNG DISTRICT GOVERNMENT IN INDONESIA**

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## **Abstract**

*Performance is a very important thing in an organization in order to achieve goals. Many factors affect this employee performance. The purpose of this study are: 1) To determine the effect of human resource placement on employee performance in the Government of Badung regency. 2) To know the effect of physical work environment on employee performance in Badung regency government. 3) To obtain empirical evidence the ability of the physical work environment to moderate the influence of human resource placement on employee performance in Badung Regency Government. This study took a sample of 70 respondents. The data collected using questionnaire was analyzed using descriptive analysis and moderated regression analysis. Research results show that 1) Placement of human resources have a positive and significant impact on employee performance, it can be interpreted that the better the placement of human resources it will affect both the performance of employees. 2) The physical work environment has a positive and significant effect on employee performance. This means that a good physical work environment will have a good impact on employee performance. 3) The physical work environment moderates the influence of human resource placement on employee performance.*

*Keywords: Employee performance, placement of human resources, physical work environment, moderating variables*

## INTRODUCTION

Public sector organizations are currently facing pressure to be more efficient, taking into account economic costs and social costs, as well as negative impacts on activities carried out (Mardiasmo in Martini, 2017: 70). The purpose of an organization must provide clear direction and has been agreed upon by all members involved in it. Public sector institutions are an institution that has a broad scope, when compared with other organizations. Institutionally, the public sector includes government agencies, the central government, regions and government work units, state-owned companies, BUMNs, and BUMDs, foundations, political organizations, mass organizations or non-governmental organizations (NGOs), educational institutions and other nonprofit organizations.

Infrastructure development in public sector institutions is carried out to give greater and better attention to the community. Regional government as a work unit that deals directly with the community, is required to always act optimally and organized in achieving organizational goals. Each region has its own regional wealth which generally has added value and for leaders who lead in each region, they want the region they lead to gain achievements, awards and local revenues in order to prosper the region and its people. This goal will be achieved by developing more skilled human resources through the placement of appropriate human resources and a comfortable physical work environment, so that employee performance will be good and able to plan, organize, direct, and supervise the organization's plan so that it can run according to purpose. This is also a priority in the Badung Regency Government, which is required to always act efficiently, effectively and optimally in achieving organizational goals.

Companies engaged in the public sector must pay attention to the performance of each employee. Performance is a very important thing in an organization to achieve its goals (Rivai and Sagala, 2010: 548). Employee performance will be optimal if they have satisfaction with their work. Employee satisfaction will be influenced by the environment in which employees carry out their duties and precisely the position of human resources at work that will affect employee productivity (Koesmono in Martini, 2017). Performance appraisal is an analysis and interpretation of the success or failure of performance achievement. The results of performance appraisal can serve as a basis for evaluating the performance of organizational members. According to Gouzali (in Martini, 2017), performance appraisal can be done with 1) observation, 2) a measure to measure an employee's work performance compared to a predetermined job description, 3) development, which aims to motivate employees to overcome their shortcomings and encourage those concerned to develop the abilities and potential that exist in him.

Human resources play a major role in corporate activities, because humans become planners, actors, and determinants of the realization of organizational goals (Hasibuan, 2012:

10). Company goals will be achieved if employees have high performance. Rayadi (2012: 115) revealed that human resources can improve organizational performance, but there are many difficulties in the management and development of human resources. Therefore, human resources must be managed well for the effectiveness and efficiency of the organization, through training, internships, seminars, motivation and positioning of appropriate human resources in accordance with expertise, so that human resources become mature, skilled, independent employees in do the work.

Based on research conducted by Markos and Sridevi (2010) about the impact of human resources, it turns out that human resources if not handled in the right way, then human resources will fail to account for their duties and fail to involve themselves in their work. Precisely the position of human resources in the work will affect the productivity of the organization. Rivai and Sagala (2010: 198) explain that employee placement means allocating employees to certain work positions. Employee placement is matching or comparing the qualifications they have with job requirements, and at the same time assigning tasks, jobs to prospective employees to be carried out (Ardana, 2012: 18). Employees who are placed in certain positions must have the competencies needed to carry out their work effectively and efficiently. Noah and Metiboba (2012) stated that there is a belief and the best way for an organization to be efficient and effective in achieving organizational goals by placing the best people in the right position. Conformity between the ability of human resources and their job placement can show an achievement, even performance for the organization.

In addition to the placement of human resources in an organization, a comfortable physical work environment allowance is needed by each employee while working. Physical work environment is everything that is around employees that affects employees when working. An organization can create a conducive work environment with a good communication network, it will attract, encourage, and motivate the workforce, can increase productivity and the survival of the organization can indirectly guarantee employees (Majekodunmi, 2012). Realizing a good work environment will help maintain physical condition, the physical freshness of employees is maintained, not tired quickly, not lethargic at work and can work longer. Nitisemito (in Nuryasin et al., 2016: 117-18) explained that the physical condition of a guarded employee is able to foster good mental comfort in each individual (not stressed, not depressed, not bored, feeling comfortable, and happy) in completing the task. Conversely, if the physical work environment is poorly designed, it will certainly have a bad impact, can reduce employee performance.

Previous research that examined the effect of placement on employee performance was Anita's (2013) study which proved that there was a positive and significant relationship about the influence of the placement of human resources on employee performance. The same

research results were obtained by Elsy (2016) that there was an influence on the placement of human resources on employee performance and Diana (2012) found that placement had a significant effect on employee performance. While research on the physical work environment was conducted by Sari (2013) which states that there is a positive relationship between the work environment and employee performance. Agus (2012) states that there is a positive relationship between the work environment and employee performance. Bagus (2012) stated that the work environment had no significant effect on employee job satisfaction so that even though the employees worked at the Bali Provincial Public Works Office

Based on the description above, this study will examine the moderating effects of the physical work environment on the influence of the placement of human resources on the performance of employees in the Badung Regency Government. The purpose of this study is 1) To determine the effect of the placement of human resources on the performance of employees in the Badung Regency Government. 2) To determine the effect of the physical work environment on the performance of employees in the Badung Regency Government. 3) To obtain empirical evidence of the ability of the physical work environment to moderate the influence of the placement of human resources on the performance of employees in the Badung Regency Government.

## **LITERATURE REVIEW**

### **Human Resource Management**

Management has a very broad meaning, can mean process, art, or science. It is said that the process because of management there are several stages to achieve the objectives, namely planning, organizing, directing, and controlling. Art is said because management is a way or tool for a manager to achieve goals. Where the application and use depends on each manager, which is largely influenced by the conditions and character of the manager. It is said that science is because management can be learned and reviewed the truth.

The definition of management according to Terry in Manullang (2012: 5) defines that, "Management as a process that distinguishes from planning, organizing, mobilizing and supervising by utilizing both science and art in order to achieve a predetermined goal". Similarly, management's understanding according to Hasibuan (2009: 2) states that "Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a single goal". From the opinion of these experts, it can be concluded that management is the science and art of managing the organization through the functions of planning, organizing, directing, and supervising by utilizing the resources owned to achieve organizational goals effectively and efficiently.

Understanding of human resource management according to Flipppo in Hasibuan (2009: 11) suggests that, "Human Resource Management (HRM) is planning, organizing, directing and controlling from procurement, development, compensation, integration, maintenance and dismissal of employees with the aim of achieving company goals, individuals , employees and society. "Similarly, the definition of human resource management proposed by Wahyudi (2011: 10) states that," HRM is the science and art or the process of obtaining, advancing or developing, and maintaining a workforce that competent in such a way that the goals of the organization can be achieved efficiently and there is satisfaction with the person ". So it can be said that HRM is part of management science, which is an effort to direct and manage human resources within an organization to be able to think and act as expected by the organization to achieve certain goals. HRM involves all management decisions and practices that directly affect the human resources (people) who work for the organization. Human resource management consists of a series of integrated decisions about labor relations that affect the effectiveness of employees and organizations. Human resource management is activities carried out so that human resources within the organization can be used effectively to achieve various goals. Effective resource management requires managers to find the best way to employ people to achieve company goals and improve organizational performance. Managers must look for various tips to improve job satisfaction, commitment, involvement in organizational life, the quality of the work environment and the efficiency and productivity of its employees. Effective human resource management will enhance the effectiveness of its organization.

### **Human Resources Placement**

Mathis and Jackson (2008) state that placement is the assignment or reassignment of an employee to a new job. Most placement decisions are made by line managers. Placement is the main objective of selection where placement, or placement of someone to the right position. Most importantly, the placement of human resources must be seen as a matching process. How well an employee fits into the job will affect the number and quality of employee work. This matching also affects the cost of training and operations directly.

### **Physical Work Environment**

Komaraddin (2008: 142) describes the physical work environment as a whole or every aspect of physical symptoms that surround or affect individuals. Nitisemito (2009: 183) defines the physical work environment as anything physical symptoms that exist around workers that can affect him in carrying out the tasks that are charged, for example coloring, cleanliness, air exchange, lighting, space, security and noise. Based on this understanding, it can be said that

the physical work environment is everything that is around employees working that affects employees in carrying out their workload. The problem of the physical work environment in an organization is very important, in this case it is necessary to regulate and structure the physical work environment factors in organizing organizational activities. The benefits of the physical work environment for employees is that with a pleasant physical working environment, it will be able to improve the spirit and sincerity of employee work. Good work equipment, clean and comfortable workspace and avoiding distress or guaranteed employee safety, will have an impact on increasing employee work enthusiasm and increasing efficiency in the company concerned.

### **Performance**

Performance is the result of work in the quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2009: 67). Whereas according to Rivai and Basri in Kaswan (2012: 187) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or suggestions, or performance that has been determined especially first and have been agreed upon together.

Sulistiyaniti and Rosidan (2009: 223) one's performance is a combination of ability, effort and opportunity that can be valued from their work. Employee performance is what affects how much they contribute to the organization (Mathis and Jackson, 2010: 78). Papera et al. (2014: 2) defining employee performance as employee behavior and results is very important for organizational success. Martoyo dalam Martini, (2017: 75) employee performance is the result of work over a certain period compared to various possibilities, costs, and work standards that are mutually agreed upon.

Can conclude what is the performance of the understanding of the experts and previous researchers that basically what employees have done in their daily activities in the company and produce quality or non-quality outputs or in the form of services that employees provide to the company to achieve goals and progress of the company / organization.

### **Research Hypothesis**

#### **1) Effect of Placement of Human Resources on Employee Performance**

Research conducted by Pascual et al (2008) found that job placement affects performance. Research conducted by Yulasmi, 2016, regarding the effect of recruitment, selection and placement on employee performance, with the result that placement affects the performance of employees of PT. Japfa Comfeed Indonesia Tbk. Poultry Breeding Division Kayu Planting, kab. Padang Pariaman. Further research was conducted by Mansur, (2017), on the Effect of Job



Placement and Job Stress on Employee Performance at the Civil Registration Department of Manpower and Transmigration of the Sopeng Regency. The results showed that both simultaneously and partially the variables of work placement and work stress had a positive and significant effect on the performance of employees in the Population, Civil Registry, Manpower and Transmigration Service of Soppeng Regency. Research conducted by Saputra et al., 2017, on the Influence of Competence and Placement on Work Enthusiasm and Performance of Regional Revenue Service Officers in Bengkalis Regency, with the result that the Placement has a direct or indirect effect on the Performance of the Regional Revenue Service of Bengkalis Regency. Proper placement and supported by experience will improve performance (Gomes et al, 2008). Soares (2010) found the results that placement, had a significant effect on employee motivation and performance. The results of this study are also supported by the theory put forward by Schuler and Jackson in Martini (2017) which states that placement is the matching of a person to the position he will hold, based on the needs of the position and knowledge, skills, abilities, preferences and personality of the employee. The company must be right in placing employees and matching the interests and skills of employees to be able to support everything that is their responsibility.

Thus, the results of this study are in accordance with the motivation theory used as a reference in this study. Work motivation is one of the factors that help determine employee performance. Performance is a very important thing in an organization to achieve its goals (Rivai et. Al. (2010: 548). Employee performance will be optimal if it has satisfaction with its work. Employee satisfaction will be influenced by precisely the position of human resources at work. affect employee productivity (Koesmono dalam Martini, 2017) .The size or effect of motivation on one's performance depends on how much intensity the motivation is given.The difference in work motivation for an employee is usually reflected in various activities and even the achievements. Based on the description of the empirical study above, the research hypothesis can be developed as follows.

*H1: Placement of Human Resources has a positive effect on employee performance*

## 2). Physical Work Environment as a Moderating Effect of Positive Placement of Human Resources on Employee Performance

Research conducted by Nguyen et al. (2014) on work environment variables and employee performance shows that the work environment has a positive and significant effect on employee performance. Similarly, the study of Amusa et al. (2013) and Taiwo (2009) which examine the effect of the work environment on employee performance which also shows that the work environment has a positive and significant effect on employee performance.

A good work environment will provide personal comfort and can generate employee morale so that they can do their tasks well. With a good work environment will affect employee performance. Employee job satisfaction shows whether or not their wishes are fulfilled towards the work being undertaken. If the work environment of an employee does not get what is expected then it can be ascertained that employee performance will be bad.

Thus, the results of this study are in accordance with the motivation theory used as a reference in this study. Work motivation is one of the factors that help determine employee performance. Performance is a very important thing in an organization to achieve its goals (Rivai and Sagala, 2010: 548). Employee performance will be optimal if they have satisfaction with their work. Employee satisfaction will be influenced by the environment in which employees carry out their duties (Koesmono in Martini, 2017). Referring to the description above, the hypotheses developed in this study are as follows:

*H2: Physical work environment moderates the influence of placement of Human Resources on employee performance.*

## RESEARCH METHOD

This research was conducted at the Badung Regency Government. For this, a descriptive research design was adopted. The study population comprised of employees at 36 OPD Badung Regency Government as many as 166 people and by using the Slovin formula obtained a sample of 68.89 rounded 70 people. InstrumentG Research uses a questionnaire with a variety of scale of Gikertert (5) Gsangat Gsetuju (1) G very not Agree. Data collection method is carried out through survey method with questionnaire technique and analyzed using Moderation Regression Analysis, Partial Least Square with the help of SPSS version 22.

## ANALYSIS AND RESULTS

Based on the estimation of Moderation Regression Analysis with the help of the SPSS program version 22.0, the results are as shown in Table 1.

Table 1. Regression result

No.	Variable	Coefficient	t <sub>hitung</sub>	sign	Keterangan
1.	Human resource placement (X1)	0,101	2,532	0,014	$R^2 = 0,722$
2.	Physical Working Condition (X2)	0,230	5,608	0,000	$F_{hitung} = 57,027$
3.	Inter (X1.X2) or M	0,143	2,213	0,030	n = 70 df = 58 DW = 1,493 $F_{tabel} = 2,74$ $T_{tabel} = 1,996$



Based on Table 1, it can be seen that.  $R^2$  value of 0.722 indicates that 72.2% of the dependent variable is the performance of the worker can be explained by the variable placement of human resources (X1), physical work environment (X2) and moderating variable (INTER). While the other 27.8% is explained by other variables not included in this model. Before the moderating variable (INTER) enters this model, the coefficient of determination ( $R^2$ ) is 0.701 (70.1%) and after the moderating variable (INTER) enters the model the value of  $R^2$  increases to 0.722, meaning that the ability of the model to explain Variable dependent variables increased to 72.2%.

### Hypothesis testing

#### 1. Test F (Test Simultaneously)

Statistical test F in Appendix 4 shows whether the independent variables included in the model have a joint effect on the dependent variable. ANOVA table shows the calculated F value of 57.027 with a significance of 0.000, smaller than the real level set by the study of 0.05. These results indicate that the regression model can be used to predict employee performance. It can be concluded that the variable placement of human resources (X1), physical work environment (X1) and moderating variables (INTER) together influence the performance of employees.

#### 2. T test (parsialt test)

The statistical test t basically shows how far the influence of an independent variable individually. The statistical test t in this study is used to test hypotheses. The results of the statistical tests t contained in Appendix 3 show the partial effect of the variable placement of human resources, physical work environment, and the variable of investment (INTER) on employee performance.

##### a. First Hypothesis Test (H1)

The first hypothesis states that the placement of human resources (X1) influences employee performance (Y). The results of the t statistic test indicate that the variable X1 has a positive t value of 2.532 greater than the t table value of 1.996 with a significance level of 0.014, smaller than the real level of 0.05, this means that the placement of human resources has a positive and significant effect on employee performance. It can be concluded that the results of this study accept the first hypothesis.

##### b. Second Hypothesis Test (H2)

The second hypothesis states that the physical work environment affects employee performance. The results of the t statistic test indicate that the physical work environment variable has a positive t value of 5.608 greater than the t table value of 1.996 with a significance level of 0.000 smaller than the real level of 0.050. These results indicate that the physical work

environment has a positive and significant effect on the performance of the employees. It can be concluded that the results of the study accept the second hypothesis.

#### c. Third Hypothesis Test (H3)

The third hypothesis states that the physical work environment can moderate the influence of the placement of human resources on employee performance. Moderating variable (INTER) has a positive t value of 2.213 greater than the t table value of 1.996 and a significance level of 0.030 smaller than 0.05, this means that the moderating variable (INTER) has a positive and significant effect on employee performance.

The results of the t test without moderating variable (INTER), the effect of HR placement on employee performance is 1.897 with a significance of 0.062 and when compared with the t value after inputting the moderating variable (INTER) is 2.532 greater than the t table value of 1.996 with a significance level of 0.014, smaller than the real level of 0.05. These results indicate that the moderating variable (INTER) moderates the influence of human resource placement (X1) on employee performance. It can be concluded that the results of this study accept the third hypothesis.

It should be stated that both b2 and b3 are stated to be significant so that the classification of moderating variables includes Quasi Moderation Variables (Quasi Moderator). Quasi moderation is a variable that moderates the relationship between predictor variables and dependent variables in which pseudo moderation variables interact with predictor variables as well as predictor variables.

## DISCUSSION

### 1) Effect of Placement of Human Resources on Employee Performance

Placement of human resources influences employee performance as evidenced by the results of the statistical test t shows that the variable X1 has a positive t value of 2.532 greater than the value of t table of 1.996 with a significance level of 0.014, smaller than the real level of 0.05, this means that the placement of human resources has a positive and significant effect on employee performance. Thus the results of this study are in line or support the results of research conducted by Anita (2013) about the effect of work placement variables on work performance. Research conducted by Elsy (2016), examines the influence of work experience and employee placement on employee performance and research conducted by Asri (2015) who obtained results that employee placement influences employee performance. Research conducted by Weol1, 2015, concerning the effect of the training work environment and placement on employee performance of the North Sulawesi Province National Education Office. Research conducted by Martini, 2017, concerning the Effect of Human Resource Placement on Employee

Performance in the Badung Regency Government. This study also supports the results of research conducted by Linge at. Al. (2013), who examined the effect of placement practices on employee performance in PT small service companies in the information technology sector in Kenya. The important thing they add is that the small service company must emphasize the provision of guidance, training, for the right new employees and information related to work because these three aspects may be very important for employee performance. 2) Effect of the Physical Work Environment on Employee Performance Work environment physical effect on employee performance. This is shown by the results of the statistical test t that the physical work environment variable has a positive t value of 5.608 greater than the t table value of 1.996 with a significance level of 0.000 smaller than the real level of 0.050. These results indicate that the physical work environment has a positive and significant effect on the performance of the employees. The results of this study are in line with the results of research conducted by Noah and Metiboba (2012), which conducted research on the Work Environment and Attitudes of Employees in Work Organizations in Nigeria. Research from Ollukkaran and Gunaseelan (2012) aims to assess the impact of the work environment on employee performance and to identify factors that affect employee performance. Research from Ajala (2012) aims to analyze the influence of the work environment on workers' welfare and productivity in the Ondo State government, Nigeria. Research conducted by Resiona, Helena Lence Dacosta Fernandez, 2014, Effect of Placement, Physical Work Environment and Work Motivation on the Performance of Civil Servants in the BAPPEDA Environment in East Flores Regency. Research conducted by Weol1, 2015, concerning the effect of the training work environment and placement on employee performance of the North Sulawesi Province National Education Office. This study also supports the results of research conducted by Rorong at. al, (2016) and is not in line with the results of research conducted by AL-Omari at. Al, (2017) As stated by Timple in Mangkunegara (2009: 31) that "Performance factors consist of internal and external factors". External factors are factors that affect a person's performance from the organization's work environment. A safe and healthy work environment will have a positive impact on the people inside. The benefits of a safe and healthy work environment will increase productivity due to a decrease in the number of days lost, increase the efficiency and quality of more committed workers, reduce health and insurance costs, lower compensation rates and direct payments due to decreased claims, flexibility and greater adaptability as a result of increased participation and sense of ownership, as well as better labor selection ratios due to the rise of the company's image. Employee performance. Physical work environment can moderate the influence of human resource placement on employee performance. The moderating variable (INTER) has a positive t value of 2.213 greater than the t table value of 1.996 and a significance level of 0.030

smaller than 0.05. The results of the t test without moderating variable (INTER), the effect of HR placement on employee performance is 1.897 with a significance of 0.062 and when compared with the t value after inputting the moderating variable (INTER) is 2.532 greater than the t table value of 1.996 with a significance level of 0.014, smaller than the real level of 0.05. These results indicate that the moderating variable (INTER) moderates the influence of human resource placement (X1) on employee performance. The coefficients b2 and b3 are stated to be significant so that the classification of moderating variables includes Pseudo Moderation Variables (Quasi Moderator). Quasi moderation is a variable that moderates the relationship between predictor variables and dependent variables in which pseudo moderating variables interact with predictor variables as well as a predictor variable.

## CONCLUSIONS AND SUGGESTIONS

Based on the results, it can be concluded that: 1) Placement of human resources has a positive and significant effect on employee performance. This can be interpreted that the better the placement of human resources, the better effect on employee performance. 2) Physical work environment has a positive and significant effect on employee performance. This means that a good physical work environment will have an impact on improving employee performance. 3) The physical work environment moderates the influence of the placement of human resources on employee performance. This means that there is a positive interaction between the physical work environment and HR placement so as to improve employee performance. The suggestions that can be conveyed in this study are as follows: 1) Badung District Government is advised to pay more attention to the factors that affect employee performance including placement of human resources and work environment, because generally the performance of employees is allegedly not optimal. 2) This study uses three variables, namely the placement of human resources, physical work environment and employee performance, it is suggested to the next researcher to be able to add several more independent variables to find out which variables are actually the most donors affecting the performance.

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