



Effect of Employee Placements, Discipline, and Work Climate toward Employee Performance on Agency of Financial Management and Asset Regional of Lubuklinggau City Indonesia

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ABSTRACT

Keywords:

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Performance

The research objective was to determine the effect of work placement, discipline and work climate toward employee performance at Agency of Financial Management and Asset Regional of Lubuklinggau City in Indonesia simultaneously and partially (quantitative). The sample in this research were all employees at Agency of Financial Management and Asset Regional of Lubuklinggau City as many as 50 people. The data analysis technique used in this research is multiple linear regression testing, determination coefficient test, F test and t test. The research results obtained are: 1). Partial test (t test) which is performed prove that job placement has an effect to employee performance at Agency of Financial Management and Asset Regional of Lubuklinggau City where is t-value 3,624 > t-table 2,008 and also a sig as many as 0,024 < 0,05; 2). Discipline affects to employee performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, where is t-value 4,061 > t-table 2,008 an also a sig as many as 0,018 < 0,05; 3). Work climate affects toward services at Agency of Financial Management and Asset Regional of Lubuklinggau City, where is t-value 4,661 > t-table 2,008 and also a sig as many as 0,012 < 0,05; 4). Work placement, discipline and work climate significant effect simultaneously to services at Agency of Financial Management and Asset Regional of Lubuklinggau City, where is F-value 6,208 > F-table 2,81 and also a sig as many as 0,006 < 0,05.

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1. Introduction

Human resource is an important factor in development. The results of various studies indicate that the quality of human resources is a determinant factor (determinant factor) of productivity, both macro and micro (Vermeeren et al., 2014; Azmy, 2015; Boye & Kwesi, 2016). Human resources at a macro level are the age of the workforce who have the potential to behave productively (with or without education) who are able to meet the needs of themselves and their families (Ashadi, 2017). On a micro level, human resources are people who work in an organization called employees (Dani et al., 2019).

Talking about human resources in relation to employees as the main component, it cannot be separated from performance. Performance is the work output can be achieved by a person or group of people in the organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals of legally, does not break the law and does not conflict with morals and ethics (Riwukore, 2010). According to Habaora (2015), performance is a multidimensional concept that includes three aspects, namely: attitude, ability and accomplishment.

Employee performance at Agency of Financial Management and Asset Regional of Lubuklinggau City the possibility is still less than optimal. Less than optimal employee performance is influenced by factors such as placement process of disproportionate employee, educational background which is not linear with jobs and responsibilities which accepted, and low levels of work discipline owned by employees. Performance problems that exist in Agency of Financial Management and Asset Regional of Lubuklinggau City, among others: employees who delegate their duties and responsibilities to others, low quantity of performance produced, periodic reports of quality that less than optimal and the process of carrying out duties and responsibilities that are not in accordance with existing standard procedures.

Employee placement is the appointment of employees to occupy or undertake new jobs. Emelda (2018) defines placement as the process of placing employees as elements of executing work in positions that are in accordance with their abilities, skills and expertise. Placements occur when new employees or existing employees receive a promotion, transfer or demotion.

The process of employees placement to strategic positions (Head of Agency, Head of Division and Head of Section) generally filled by employees who still have family relationships (friendship) with the Regional Head. This condition is the impact of regional autonomy, where the regional head has the prerogative in the employee placement process. This is possible if you review research results from PERC (Political and Economic Risk Consultancy) in 1999 reported that Indonesia was one of the worst countries in the field of bureaucracy in the world with a score of 8.0 out of 10 for the worst (Komara, 2019). In this regard, it is very necessary to increase the competence of ASN in order to accelerate the demands for clean and authoritative government bureaucratic reform (good and clean governance), quality public services (good, efficient, and effective) in accordance with the qualifications of knowledge possessed with a professional attitude. Related to this, the Institute for Management of Development, Switzerland, and the World Competitiveness Book 2007 reported the results of a survey related to work productivity in relation to competence in 2005 which resulted in Indonesia's work productivity ranking in the 59th position out of 60 from countries surveyed or increasingly decreased compared to 2001 which reached 46th place, far from other Asian countries such as Singapore (1), Thailand (27), Malaysia (28), Korea (29), China (31), India (39), and the Philippines (49). Low competence also affects performance so that Indonesia is only in the last rank, namely 60th based on economic performance in 2005, Business Efficiency (59), and Government Efficiency (55). This is because the quality of Indonesia's human resources is not able to compete, the work culture is still weak and uneven (Riwukore, 2010). This situation produces irregularity in organizational management.

Order is the main characteristic of organizations, and discipline is one of the methods of maintaining that order. The main aim of discipline is to increase efficiency to the maximum extent possible by preventing the inefficiency of time and energy. Discipline tries to overcome mistakes and carelessness caused by inattention, incompetence and tardiness. In short, discipline efforts to protect good behavior by specifying the desired response (Marciniak, 2015).

Work discipline of employee Agency of Financial Management and Asset Regional of Lubuklinggau City still less than optimal and requires improvement. The lack of work discipline level that is owned by employees is reflected in the level of employee discipline towards working hours. There are still employees who are not obedient to the predetermined working hours. This can be seen from employees who come to and leave work not on time, employees who are not in the workplace during working hours, and employees who do not come to work without information. This situation is as reported by Susanto & Veronica (2019) as well as Afriansyah et al. (2020) that one of the factors affecting less than optimal service in Lubuklinggau City is discipline. It is impossible to enforce work discipline without an example from the leadership. A leader must be a role model in implementing employee work discipline. Proses penegakkan disiplin (discipline enforcement) dan pemberian sanksi (punishment) kepada pegawai yang melanggar peraturan disiplin kerja harus bersifat imperatif dan imparial (Ferdinandus, 2020).

A conducive work climate will linearly improve employee performance. Work climate is a series of behavioral variables that refer to values, trust, and main principles which serve as a basis for an organization's management system (Ekvall, 2013). Work climate is something that is perceived, as subjective influence of the formal system, management style, and other factors in the organization that influence attitudes, belief, values, and motivation of the people who work in a particular organization (Berberoglu, 2018). The work climate should be defined clearly and in detail so that it can be understood by every employee in carrying out their duties.

The working climate conditions that developed at Agency of Financial Management and Asset Regional of Lubuklinggau City is still not conducive. Competition is unhealthy and mutually defeating one another, is a strong indicator of the existing unfavorable working climate. Different interpretations of the organization's vision and mission, often a trigger factor for the emergence of problems between parts of the organization. In addition, there is a lack of proportionality in the distribution of workloads and rewards received by employees, will result in gaps in communication and work productivity. The existing conditions, if allowed to continue, will be counterproductive to the goals the organization wants to achieve.

2. Methods

2.1 Research Design

The research design used is a quantitative associative design that aims to describe the relationship between the variables to be tested. In addition, the causal associative design is used to explain and describe certain phenomena in a variable, symptom or situation, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable. In this research the first independent variable (X1) is work placement, the second independent variable (X2) is discipline, the third independent variable (X3) is work climate and the dependent variable (Y) is employee performance.

2.2 Population and Sample

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then draw conclusions (Sugiyono, 2017). Population is the whole object of research (Arikunto, 2014). The population in this study were all existing employees at Agency of Financial Management and Asset Regional of Lubuklinggau City. The sample is part of the number and characteristics of the population. So the sampling technique is saturated sampling. Saturated sample is a sampling technique when the population is used as the research sample. Where all members of the population are used as samples in the research (Sugiyono, 2017). The research objects were 50 State Civil Apparatus at Agency of Financial Management and Asset Regional of Lubuklinggau City.

2.3 Data Collection Techniques & Instruments and Analysis Method

The type of data used in this study is the type of quantitative data obtained from primary data and secondary data as supporting data for this research. Primary data is data obtained from direct sources, such as data obtained from distributing questionnaires filled in by respondents, while secondary data is data obtained from literature and processed data such as previous studies, journals, and collected articles from searching on the internet relevant to the research. Sources of data through distributing questionnaires and observations. Questionnaire, data collection is done by distributing a list of questions to respondents. This questionnaire is intended to obtain informative answers from respondents from the partners in Agency of Financial Management and Asset Regional of Lubuklinggau City. The data analysis technique used in this research is multiple linear regression testing, determination coefficient test, F test and t test.

3. Result and Discussion

3.1 Result

Agency of Financial Management and Asset Regional of Lubuklinggau City has a position as a supporting element of the Mayor's duties with the main task of carrying out the formulation and implementation of regional policies in field of financial management and asset regional as well as carrying out assistance tasks given by the City Government or Provincial Government.

As for the functions attached to Agency of Financial Management and Asset Regional of Lubuklinggau City among others, the formulation of technical policies and planning, implementation and coordination, and cooperation with related agencies/institutions in the framework financial management and asset regional.

a. Validity and Reliability Test

TABLE 1
TEST THE VALIDITY OF WORK PLACEMENT VARIABLE

No.	Statement of Work Placement Variables	R _{count}	R _{table} ($\alpha = 0,05$): N = 50	Information
1	Statement of 1	0,752	0,273	Valid
2	Statement of 2	0,642	0,273	Valid
3	Statement of 3	0,503	0,273	Valid
4	Statement of 4	0,665	0,273	Valid
5	Statement of 5	0,554	0,273	Valid
6	Statement of 6	0,539	0,273	Valid
7	Statement of 7	0,672	0,273	Valid
8	Statement of 8	0,546	0,273	Valid
9	Statement of 9	0,501	0,273	Valid
10	Statement of 10	0,328	0,273	Valid

TABLE 2
PLACEMENT VARIABLE RELIABILITY TEST

Cronbach's Alpha	N of Items
.768	10

From the results of the calculation of the reliability test of the list of statements of work placement variables, the value is obtained Cronbach's Alpha in the amount of 0,768. An instrument is declared reliable if it has a reliability coefficient of at least 0,60. Thus, it can be said that the work placement variable is reliable or trustworthy.

TABLE 3
VALIDITY TEST OF DISCIPLINE VARIABLE

No.	Statement of Work Discipline Variables	R _{count}	R _{table} ($\alpha = 0,05$): N = 50	Information
1	Statement of 1	0,546	0,273	Valid
2	Statement of 2	0,530	0,273	Valid
3	Statement of 3	0,462	0,273	Valid
4	Statement of 4	0,674	0,273	Valid
5	Statement of 5	0,305	0,273	Valid
6	Statement of 6	0,530	0,273	Valid
7	Statement of 7	0,597	0,273	Valid
8	Statement of 8	0,632	0,273	Valid
9	Statement of 9	0,618	0,273	Valid
10	Statement of 10	0,525	0,273	Valid

TABLE 4
RELIABILITY TEST OF DISCIPLINE VARIABLE

Cronbach's Alpha	N of Items
.736	10

From the results of the calculation of the reliability test list of statements of discipline variable, the value is obtained Cronbach's Alpha in the amount of 0,736. The value is above the level rtable of value 0,273. An instrument is declared reliable if it has a reliability coefficient of at least 0,60. Thus, it can be said that the discipline variable is reliable or trustworthy.

TABLE 5
VALIDITY TEST OF WORK CLIMATE VARIABLE

No.	Statement of Work Work Climate Variables	R _{count}	R _{table} ($\alpha = 0,05$): N = 50	Information
1	Statement of 1	0,543	0,273	Valid
2	Statement of 2	0,733	0,273	Valid
3	Statement of 3	0,732	0,273	Valid
4	Statement of 4	0,615	0,273	Valid
5	Statement of 5	0,398	0,273	Valid
6	Statement of 6	0,444	0,273	Valid
7	Statement of 7	0,391	0,273	Valid
8	Statement of 8	0,334	0,273	Valid
9	Statement of 9	0,524	0,273	Valid
10	Statement of 10	0,384	0,273	Valid

TABLE 6
RELIABILITY TEST OF WORK CLIMATE VARIABLE

Cronbach's Alpha	N of Items
.782	10

From the results of the calculation of the reliability test of the work climate variable statement list, the Cronbach's Alpha value was obtained at 0,782 and this value is above the rtable which is valued at 0,273. Thus, it can be said that the work climate variable is reliable or trustworthy.

TABLE 7
VALIDITY TEST OF PERFORMANCE VARIABLES

No.	Statement of Work Performance Variables	R _{count}	R _{table} ($\alpha = 0,05$): N = 50	Information
1	Statement of 1	0,796	0,273	Valid
2	Statement of 2	0,649	0,273	Valid
3	Statement of 3	0,563	0,273	Valid
4	Statement of 4	0,700	0,273	Valid
5	Statement of 5	0,672	0,273	Valid
6	Statement of 6	0,705	0,273	Valid
7	Statement of 7	0,708	0,273	Valid
8	Statement of 8	0,672	0,273	Valid
9	Statement of 9	0,483	0,273	Valid
10	Statement of 10	0,535	0,273	Valid

TABLE 8
RELIABILITY TEST OF PERFORMANCE VARIABLE

Cronbach's Alpha	N of Items
.842	10

From the results of the calculation of the reliability test of the list of statements of the performance variables, the Cronbach's Alpha value is 0,842. Thus, it can be said that variable performance is reliable.

b. Test of Data Normality

The normality test is carried out to see the level of normality of the data used in the research. The level of the normalcy of data distribution is very important because the data is normally distributed, so the data can be considered representative of the population.

TABLE 9
RESULTS OF DATA NORMALITY TEST

N		Placement	Discipline	Work Climate	Performance
		50	50	50	50
Normal Parameters ^{a,b}	Mean	43.9600	44.2200	43.9000	44.1800
	Std. Deviation	3.09021	3.19624	3.42410	3.54959
Most Extreme Differences	Absolute	.105	.136	.150	.090
	Positive	.095	.087	.093	.090
	Negative	-.105	-.136	-.150	-.080
Test Statistic		.105	.136	.150	.090
Asymp. Sig. (2-tailed)		.200 ^{c,d}	.092 ^c	.087 ^c	.200 ^{c,d}

- 1) Test distribution is Normal
- 2) Calculated from data
- 3) Lilliefors Significance Correction
- 4) d. This is a lower bound of the true significance

The results of the normality test above show the significance value (Sig) for the job placement variable having a value of 0,200^{c,d}. While the Sig for the discipline variable has a value of 0,092^c, then the work climate variable has a value of 0,087^c, and the performance variable has a significance value (Sig) of 0,200^{c,d}. Because the value of the three is > 0,05, the independent variable and the dependent variable have normal data distribution.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether the regression model has inequality of variants from the residuals of one observation to another.

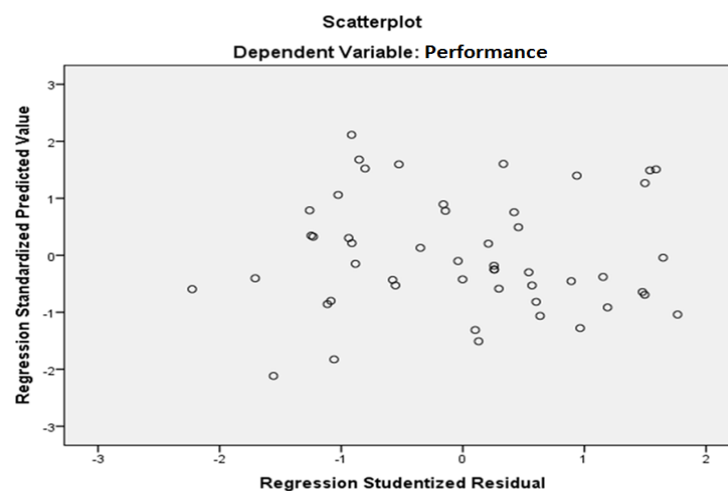


Figure 2. Scatterplot Chart

Based on the results of the SPSS test, the data points do not form a certain pattern and spread up and down the number 0 on the Y-axis. Thus, it can be concluded that there is no interference with the assumption of heteroscedasticity, meaning that the regression model above is good and acceptable.

d. Hypothesis Test

TABLE 10
TEST RESULTS OF PARTIAL SIGNIFICANCE

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	53.381	13.357		3.997	.000
	Placement	.349	.179	.097	3.624	0.24
	Discipline	.415	.165	.009	4.061	0.18
	Work Climate	.481	.164	.104	4.661	0.12

a. Dependent Variable: Performance

Based on the results of the above calculations, it can be seen that the value of employee placement has a value $t_{\text{count}} 3,624 > t_{\text{table}} 2,008$ and value of sig $0,024 < 0,05$. This shows that the job placement variable partially has a significant effect to performance. Discipline has value $t_{\text{count}} 4,061 > t_{\text{table}} 2,008$ and value of Sig $0,018 < 0,05$. This shows that the discipline variable partially has a significant effect on performance. Work climate has value $t_{\text{count}} 4,661 > t_{\text{table}} 2,008$ and value of Sig $0,012 < 0,05$. This shows that the work climate variable partially has a significant effect on performance.

e. Coefficient of Determination (R²)

TABLE 11
TEST RESULT OF DETERMINATION COEFFICIENT

Model	R	R Square	Adjusted R. Square	Std. Error of the Estimate
1	.632 ^a	.440	.384	3.61709

From the calculation of the coefficient of determination, the value of R is 0,632. This means that there is a positive relationship between the variables of work placement, discipline, and work climate toward employee performance at Agency of Financial Management and Regional Assets in Lubuklinggau City is very strong. If work placement, discipline, and work climate improve then performance will also increase. Then from the calculation of the coefficient of determination (R²) of 0,40. This means that the magnitude of the influence of work placement, discipline, and work climate on performance in Agency of Financial Management and Asset Regional of Lubuklinggau City, by 0,384 or 38,4%, while the remaining 61,6% is influenced by other variables not included in this research such as variables of organizational culture, work environment, commitment, and so on.

f. The Test of Simultaneous Significance of Work Placement and Discipline

TABLE 12
RESULT OF SUMULTANEOUS TEST

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	342.465	2	132.232	8.094	.010 ^b
	Residual	614.915	47	13.083		
	Total	617.380	49			

a. Dependent Variable: Performance

b. Predictors: (Constant): Discipline, Placement

Based on the recapitulation of the F Test results above, it can be explained that the variables of work placement and discipline toward performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, with $F_{\text{count}} \text{ value} = 8,094 > F_{\text{table}} = 3,20$ with signification level is Sig =

$0,010^b < \alpha = 0,05$ with signification level of 95% and $\alpha = 5\%$. This means that simultaneous work placement and discipline variables have a significant effect on performance at Agency of Financial Management and Asset Regional of Lubuklinggau City. Thus the hypothesis in the study is proven and can be accepted.

g. Simultaneous Test of Discipline and Work Climate

TABLE 13
RESULT OF SIMULTANEOUS SIGNIFICATION TEST

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	343.091	2	154.527	4.118	.009 ^b
	Residual	614.289	47	13.070		
	Total	617.380	49			

- a. Dependent Variable: Performance
b. Predictors: (Constant): Work Climate, Discipline

Based on the recapitulation of the F Test results above, it can be explained that the variables of discipline and work climate to performance in Agency of Financial Management and Asset Regional of Lubuklinggau City, with value of $F_{\text{count}} = 4,118 > F_{\text{table}} = 3,20$ with signification level of $\text{Sig} = 0,009 < \alpha = 0,05$, with signification level of 95% and $\alpha = 5\%$. This means that together the discipline and work climate variables have a significant effect on performance in Agency of Financial Management and Asset Regional of Lubuklinggau City. Thus the hypothesis in the study is proven and can be accepted.

h. Simultaneous Test of Work Placement and Work Climate

TABLE 14
TEST RESULTS OF SIMULTANEOUS SIGNIFICANCE

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	338.202	2	144.101	6.316	.012 ^b
	Residual	609.178	47	12.961		
	Total	617.380	49			

- Dependent Variable: Performance
Predictors: (Constant): Work Climate, Placement

Based on the recapitulation of the F Test results above, it can be explained that the variables of work placement and work climate to performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, with value of $F_{\text{count}} = 6,316 > F_{\text{table}} = 3,20$ with signification level of $\text{Sig} = 0,012 < \alpha = 0,05$, and signification level is 95% and $\alpha = 5\%$. This means that together the variables of work placement and work climate have a significant influence on performance at Agency of Financial Management and Asset Regional of Lubuklinggau City. Thus the hypothesis in the study is proven and can be accepted.

i. Simultaneous Test of Work Placement, Discipline and Work Climate

TABLE 15
TEST RESULTS OF SIMULTANEOUS SIGNIFICANCE

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	382.251	3	152.750	6.208	.0006 ^b
	Residual	609.129	46	13.242		
	Total	617.380	49			

- j. Dependent Variable: Performance
k. Predictors: (Constant): Work Climate, Discipline, Placement

Based on the recapitulation of the F Test results above, it can be explained that the variables of work placement, discipline, and work climate toward Performance at Agency of Financial Management

and Asset Regional of Lubuklinggau City, with value of $F_{\text{count}} = 6,208 > F_{\text{table}} = 2,81$ on signification level of $\text{Sig} = 0,006b < \alpha = 0,05$, with signification level of 95% and $a = 5\%$ and db of demoninator = $n-k-1 = 50 - 3 - 1 = 46$ with db of numerator $k = \text{number of variables} - 1$ ($k = 3$). This means that together with the variables of work placement, discipline and work climate have a significant influence toward performance at Agency of Financial Management and Asset Regional of Lubuklinggau City. Thus the hypothesis in the study is proven and can be accepted.

3.2 Research Discussion

a. Effect of Work Placement to Performance

Based on the recapitulation of the t-test above, it can be explained that the variable of work placement to performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, shows the value of $t_{\text{count}} 3,624 > t_{\text{table}} 2,008$ and value of $\text{Sig} 0,024 < 0,05$. This shows that the research hypothesis is proven and the hypothesis is accepted. The results of research conducted in the field indicate that job placement has a significant effect toward performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, and the results of the calculation of the correlation coefficient obtained the value of $R = 0,512$. This means that the job placement variable (X1) and performance (Y) show a strong relationship. The results of this research are consistent with those reported by Runtunuwu et al. (2015) and Rahsel (2016) stated that placement has a positive effect on performance.

b. Effect of Discipline to Performance

The results of the t-test show that the variable discipline to employee performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, shows the value $t_{\text{count}} 4,061 > t_{\text{table}} 2,008$ and value of $\text{Sig} 0,018 < 0,05$. This value means that partially the work discipline variable has a significant effect to performance at Agency of Financial Management and Asset Regional of Lubuklinggau City. This shows that the research hypothesis is proven and the hypothesis is accepted. That is, the discipline has a significant effect to performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, with with a correlation coefficient value of 0,512, which means that there is a strong relationship between work discipline (X2) with performance (Y). The results of this research are in accordance with those reported by Faruq et al. (2017) and Afriansah et al. (2020), that work discipline has a positive and significant effect toward employee performance.

c. Effect of Work Climate to Performance

Based on the recapitulation of the t-test above, it can be explained that the work climate variable to performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, shows the value $t_{\text{count}} 4,661 > t_{\text{table}} 2,008$ and value of $\text{Sig} 0,012 < 0,05$. This shows that the research hypothesis is proven and the hypothesis is accepted. The results of this research provide information that the work climate has a significant effect to performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, and the results of the calculation of the correlation coefficient obtained the value of $R = 0,512$. This means that the variable of work climate (X3) and performance (Y) shows a strong relationship. The results of this research are in accordance with the results of the research reported by Rahsel (2016) and Afriansah (2020) that the work climate has a positive, significant, and simultaneous effect on employee performance. A work climate that is conducive and mutually supportive is a determining factor for the success of organizational performance.

d. Effect of Work Placement and Work Discipline toward Performance

Hypothesis testing of the variables of work placement and work discipline in this study obtained the value of $F_{\text{count}} = 8,094 > F_{\text{table}} = 3,20$ with signification level of $\text{Sig} = 0,010 < \alpha = 0,05$, and signification level of 95% with $a = 5\%$ and db of demoninantor = $n-k-1 = 50 - 2 - 1 = 47$ and db numerator $k = \text{number of variables} - 1$ ($k = 3$). This means that together the job placement and discipline variables have a significant effect on employee performance at Agency of Financial Management and Asset Regional of Lubuklinggau City. Thus the hypothesis in the research is proven and can be accepted. The results of this research are consistent with the research report of Nizar & Murisal (2016) and Kurniawan (2020) and that work placement (X1) and discipline (X2) simultaneously have a positive effect on performance. However, if there are differences in the results

of the result, it is strongly influenced by the research locus, the number of respondents, the demographics of the respondents, and the characteristics of the respondents in the research location..

e. Effect of Work Discipline and Work Climate to Performance

Recapitulation of the results of the F Test on the variables of discipline and work climate to employee performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, yields the value of $F_{count} = 4,118 > F_{table} = 3,20$ with a level of significance $Sig = 0,009 < \alpha = 0,05$, with a level of significance 95% and $\alpha = 5\%$. This means that together the variables of work discipline and work climate have a significant effect on performance at Agency of Financial Management and Asset Regional of Lubuklinggau City. Thus the hypothesis in the study is proven and can be accepted. The results of this study are consistent with the results of research conducted by Vermeeren et al. (2014) and Runtuuwu et al. (2015) that discipline has a positive and significant effect on employee performance.

f. Effect of Work Placement and Work Climate to Performance

The results of the recapitulation of the results of the F Test on the variables of work placement and work climate to performance at Agency of Financial Management and Asset Regional of Lubuklinggau City, shows the value of $F_{count} = 6,316 > F_{table} = 3,20$ with a level of significance $Sig = 0,012 < \alpha = 0,05$, with a level of significance 95% and $\alpha = 5\%$. This means that together the variables of work placement and work climate have a significant influence on performance at Agency of Financial Management and Asset Regional of Lubuklinggau City. The state of this study as reported by Rahsel (2016) and Moslerpour et al. (2019) that partially or simultaneously the work climate has a positive and significant effect on employee performance. Work placement is the dominant variable in the research mentioned above. Thus, the hypothesis proposed in this study is proven and acceptable.

g. Effect of Work Placement, Discipline, and Work Climate to Performance

The results of multiple linear regression calculations obtained the following equation: value $a = 53,381$, $b_1 = 0,349$, $b_2 = 0,415$ and $b_3 = 0,481$ of value, then value of a and b arranged into multiple linear regression equations $Y = a + b_1X_1 + b_2X_2 + b_3X_3$, then the regression equation is as follows: Performance = $53,381 + 0,349$ Work Placement + $0,415$ Discipline + $0,481$ Work Climate. From the equation for the estimated value of the regression function above, it can be seen that the constant obtained is 53,381. This illustrates that without being influenced by the independent variables of work placement, discipline, and work climate, the performance value is $\beta/a = 53,381$. Testing the hypothesis in this research obtained the value of $F_{count} = 6,208 > F_{table} = 2,81$ with a level of significance $Sig = 0,006 < \alpha = 0,05$, with a level of significance 95% and $\alpha = 5\%$ and db demoninator = $n-k-1 = 50 - 3 - 1 = 46$ and db numerator $k = \text{total of variables} - 1$ ($k = 3$). This means that together the variables of work placement, discipline and work climate have a significant effect to performance at Agency of Financial Management and Asset Regional of Lubuklinggau City. Thus the hypothesis in the study is proven and can be accepted. The results of this study are in accordance with those reported by Ekvall (2013), Marciniak (2015), and Ardianto (2020) that work placement, discipline, and work climate affect employee performance both partially and simultaneously. If an organization wants to improve employee performance, the aspects of employee placement, employee discipline, and a conducive work climate are needed.

4. Conclusions

Based on the results of the analysis and testing of the effect of employee placement, employee discipline, and work climate on employee performance at the Agency of Financial Management and Asset Regional of Lubuklinggau City, it produces information and data analysis results, namely: partially of employee discipline and work climate has a significant effect toward employee performance. Then simultaneously between work placement with discipline, discipline with work climate, work placement with work climate, and jointly between work placement, discipline, and work climate have a positive, significant, and strong correlation to an increase or decrease in employee's performance.

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