



The Influence of Placement and Work Climate on Employee Performance and It's Implications on the Performance of A Property Company in Bireuen City

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ABSTRACT

The purpose of this research is to determine the placement conditions, work climate, employee performance, and company performance, as well as the influence of placement on company performance, the influence of work climate on company performance, the influence of placement on employee performance, the influence of work climate on employee performance, the influence of employee performance on company performance, the influence of placement on company performance through employee performance, and the influence of work climate on company performance through employee performance. The object of this research is the placement and work climate towards employee performance and its implications on company performance. The data analysis tool used in this research is descriptive testing to test descriptive statistical models based on mean values and verificative testing using the structural equation modeling (SEM) data analysis tool with the assistance of the AMOS program. The research results indicate that placement, work climate, employee performance, and company performance are running well. There is an influence of placement and work climate on employee performance, an influence of employee performance on company performance, an influence of placement and work climate on company performance, and also an influence of placement and work climate on company performance through employee performance. This research was conducted on a Property Company in Bireuen City

INTRODUCTION

Property companies are companies that are engaged in the property or real estate business, whether it is in development, purchase, sale, rental, or property management. The properties can include land, buildings, office buildings, apartment buildings, industrial buildings, shopping centers, hotels, and so on. Property companies can take the form of private companies, public companies, or state-owned companies. The property industry is usually classified as a large and complex industry, as it involves many stakeholders such as investors, buyers, tenants, governments, and the general public. The property business requires special skills and knowledge in managing property assets, assessing property values, making investments, managing projects, building relationships with stakeholders, and understanding property market trends.

Property companies in Bireuen City often face several problems in improving the performance of their employees. These problems include improper employee placement, which can result in a mismatch between employees and the tasks and responsibilities assigned to them. This can hinder employee performance and reduce their motivation. For example, placing employees with marketing skills in administrative tasks can reduce their effectiveness.

Additionally, an unfavorable work climate, such as conflicts among employees or authoritarian superiors, can affect employee performance. Employees may feel uncomfortable or unmotivated to work well in an unsupportive environment. Therefore, companies need to analyze the needs and competencies of employees to place them in positions that match their skills and interests. This can be done through a more careful selection process and the use of psychological tests to assess the suitability of employees for the offered positions. Companies need to create a conducive work climate, where employees feel comfortable and motivated to work. This can be achieved through open communication, wise conflict management, and fair recognition of good performance. It is also important to create an inclusive work culture that values diversity.

Employee placement refers to the assignment of workers to fill or execute new positions. According to Emelda (2018), The practice of assigning workers to tasks that best suit their qualifications, experience, and talents is known as placement. Placement happens when new hires or current staff members get promoted, transferred, or demoted.

The process of placing employees in strategic positions (Branch Managers, Division Heads, and Section Heads) is generally filled by employees who still have family relationships (friendships) with the company owners. Therefore, it is very important to improve employee competence in order to accelerate market demand. In the property industry, employee performance plays a very important role in creating value for the company. Therefore, companies need to pay attention to and manage employee performance effectively to achieve company goals.

Regarding the work climate in property companies, it is also one of the factors that can affect employee performance (Jefirstson et al, 2022), which states

that the work climate has an impact on improving employee performance. A good work climate or culture is very important in property companies because it can affect productivity, performance, and employee retention. In the property industry, employees are usually involved in projects that require teamwork and high creativity. Therefore, if a property company has a positive work climate, employees will feel more motivated, enthusiastic, and able to collaborate well to achieve company goals.

On the other hand, if a property company has a poor work climate, it can have a negative impact on employee performance and productivity. Employees who feel unappreciated or unsupported by the company may feel less motivated, stressed, and uncomfortable at work, and tend to leave the company. This can result in high costs for recruiting and training new employees, as well as slowing down project progress.

Phenomena related to the work climate in property companies in Bireuen City can be explained by high absenteeism rates: Employees who are unhappy or feel less motivated at work tend to be absent or late more often, which can have a negative impact on productivity and project progress. Then, high turnover rates, where employees who feel dissatisfied or unappreciated at work tend to seek new jobs elsewhere, which can increase turnover rates and the associated costs of recruiting and training new employees. In addition, phenomena related to the work climate can be seen from employees who feel less motivated or feel unsupported by the company, resulting in poor performance, which can slow down project progress and reduce company efficiency and effectiveness.

The presence of conflicts among employees or departments is one of the phenomena of a poor work climate: A poor work climate can cause tension and conflicts between different employees or departments, which can disrupt teamwork and project progress.

As for phenomena related to company performance, it can be explained that if the economic conditions are unstable, it can have a negative impact on the performance of property companies. Intense business competition can also affect the performance of property companies, both in terms of price and quality of products or services.

Government regulations and policies, such as property permits and regulations, can also affect the performance of property companies. Infrastructure conditions, such as accessibility to strategic locations and ease of transportation, can also affect the performance of property companies. Additionally, innovation in products and services is also one of the factors that contribute to the success of property companies in marketing their products. The ability of property companies to innovate in their products and services can affect company performance. Companies that are able to produce unique and attractive products or services may win more projects and customers. Furthermore, changing market trends and preferences can also affect the performance of property companies. Property companies that are able to adapt to changing market trends and preferences can attract customers and maintain performance in the future.

LITERATURE REVIEW

Performance of a Company

Company performance refers to the ability of a company to achieve its financial, operational, and strategic goals in the property industry. Evaluating the performance of a property company involves analyzing various factors, including revenue, profit, asset value, operational efficiency, quality of the property portfolio, and market share. It is important to note that the performance of a property company is not solely dependent on internal factors, but also influenced by economic conditions, government regulations, and other external factors. Therefore, analyzing the performance of a property company should comprehensively consider these factors to get a more accurate picture of the company's achievements.

The company's performance based on Importance-Performance Analysis (IPA) is a method useful for determining effective policies and strategies based on the level of importance and satisfaction of an attribute, A. Sinnun (2017) in Azril et al (2022). According to Afandi (2018:83), Performance is the outcome of work that can be completed by a person or group inside an organization in line with their specific authority and responsibility in an effort to fulfill organizational goals in a way that is morally and ethically acceptable, legal, and compliant.

Company performance is a concept that describes how a company achieves desired results effectively and efficiently. The theory of company performance focuses on factors that influence a company's ability to achieve goals and create value for stakeholders, Jefirstson, et al (2022). It can be explained that company performance is a measure of how well a company achieves its goals in creating value for shareholders, employees, customers, and the general public. Company performance can be measured in various ways, such as revenue, profit, sales growth, market share, and productivity.

Employee Performance

Employee performance is a measure of how well employees carry out their tasks and achieve the goals set by the company. This includes productivity, quality of work, efficiency, attendance, work attitude, and compliance with company rules and procedures. To evaluate employee performance, companies typically use several methods, such as performance appraisals, feedback from supervisors or coworkers, and direct observation of employees in carrying out their tasks. According to Mangkunegara (2011), Employee performance is the outcome of a worker doing their job in accordance with their allocated obligations, both in terms of quantity and quality.

Edwin (2016): "Employee performance is the measurement of the results achieved and contributions made by employees towards organizational goals." Dessler (2015): "Employee performance is the way employees carry out their work, including the level of productivity, quality of work, timeliness, attendance, and work attitude." Michael Armstrong (2017): "Employee performance is the level of achievement of an individual in carrying out their tasks according to the standards set by the organization." George Bohlander (2016): "Employee performance is the result of the abilities, efforts, and behaviors of employees in achieving organizational goals." Mathis and Jackson (2017): "Employee

performance is the measurement of the quality and quantity of work performed by employees in achieving organizational goals.

Based on the opinions above, it can be explained that employee performance may vary depending on the perspectives and approaches used by experts. However, the essence is that employee performance is a measure of how well employees carry out their tasks and achieve the goals set by the organization.

Good employee performance will have positive impacts on the company, such as increasing efficiency and productivity, enhancing customer satisfaction, and improving the company's reputation in the eyes of the public. Conversely, employees with poor performance can have negative impacts on the company, such as decreasing productivity, reducing the quality of work, and damaging the company's image. Therefore, it is important for companies to provide support and training to employees to improve their performance and achieve the company's goals more effectively.

Placement

Placement refers to the process of connecting selected individuals with employers to build sustainable work relationships. In this step, employees are given activities to perform and informed about their tasks. After a candidate has been chosen, placement is an essential HR task. They have to be assigned to a certain position. Placement basically entails assigning the appropriate individual to the correct task in an appropriate way. Placement refers to the first assignment of new hires as well as current employee promotions, transfers, or demotions. Placement is the process of assigning the right individual to the correct job. Stated differently, Placement refers to the procedure whereby every chosen applicant is given particular assignments. According to Dale Yoder (2017), Placement can be defined as "the determination of the job to be assigned to the accepted candidate, and the assignment of the candidate to that job".

According to (Owan et al., 2020), " Work placement refers to assigning workers to perform specified, well-defined activities based on their qualifications and experience. Although much research has been conducted on work placement practices in large organizations, very little attention has been given to the same in small companies, despite their acknowledged role in the utilization of a country's human resources (Vermeeren, B., Steijn, B., Tummers, L., Lankhaar, M., Poerstamper, R. J., & van Beek, S. (2014).

Bernadine (2018) argues that well-developed placement programs are very rare. It is unclear whether small companies have implemented such programs. The purpose of this study is to ascertain how job placement policies affect the productivity of employees in small IT service firms.

As placement is a necessary step in order to accomplish the previously stated objectives, it becomes a crucial component. Manpower that is appropriate for the role being held is thus anticipated. The fit between an individual's interests, skills, and abilities and the position is a crucial factor in employee placement. "The Right Man in the Right Place, on the Right Job, at the Right Time" is a notion that must guide all employee placement actions. These must be

carefully thought out. Alternatively put, it is crucial to place the right people in the right jobs at the right times and places.

Therefore, seniority should be aligned with job performance. In other words, when filling a vacant position by selecting employees internally, their job performance should also be considered. This consideration is very important in employee placement for work effectiveness. Job performance, as defined by Hasibuan, is "the result achieved by an individual in carrying out tasks assigned to them based on skill, experience, diligence, and time" (Hasibuan 2016:105).

Work Climate

Kurt Lewin used the term psychological climate instead of work climate when he coined the phrase in the 1930s. R. Tagiuri and G. Litwin then adopted the word work climate. Employee values, beliefs, attitudes, conventions, behaviors, and feelings toward their employer and work are all part of the psychological environment that is generated in an organization or workplace, and this is referred to as the work climate. Litwin and Stringer (2018). Here are some expert opinions on work climate:

Hicklenton et al. (2019) asserts that the state in which workers feel safe, at ease, and comfortable performing their jobs may also be regarded as the work climate, and that this can have an impact on the work environment and increase employee motivation.

Robbins and Judge (2017) assert that work climate is "employees' perceptions of the characteristics of their jobs, the environment in which they work, and how they are treated." Litwin and Stringer (2018) propose that work climate consists of nine dimensions: communication, leadership, cohesion, support, innovation, pressure, task, reward, and conflict.

1. Schneider (2015) states that work climate encompasses five dimensions: organizational structure, responsibility, rewards, opportunities for growth and development, and interemployee relationships.
2. Denison (2017) suggests that work climate comprises four dimensions: mission orientation, employee involvement, adaptability, and consistency.
3. Cameron and Quinn (2018) identify four types of work climates: clan, hierarchy, market, and adhocracy.
4. Schein (2017) asserts that work climate is formed by three factors: organizational architecture, values and beliefs, and behaviors accepted within the organization.
5. Furthermore, Stringer (2016:130) describes work climate within an organization as everything present in the work environment, perceived directly or indirectly by different individuals within that environment.

From various expert opinions above, it can be concluded that work climate is employees' perception of the characteristics of their organization or workplace and may consist of several different dimensions or factors, such as communication, leadership, rewards, mission orientation, and so on. A positive work climate can enhance employee satisfaction and performance and influence organizational success. Based on the definition above, which explains that work

climate emerges from the interaction process among organizational members, resulting in the characteristics of the organization, several important points need to be noted from the understanding of work climate above: Firstly, it is related to perceptions of the organizational climate based on what is practiced and believed by organizational members. Members of an organization will always act in a certain way if they are used to having strong authority from superiors, for example. Second, how other organizational traits relate to outstanding behavior and the atmosphere that results. It is widely accepted that an organization's work environment has a big impact on how its people behave. The idea of a dynamic system is applied to the work environment. This implies that an organization's culture is dynamic and subject to change based on how its members interact with one another. Therefore, the climate within an organization will not be the same as the climate within another organization, even though their overall activities may have similar characteristics. This is because the driving force behind organizational activities is humans. Regarding this matter, organizational climate is defined as a characteristic that distinguishes one organization from another because each organization has its own culture, traditions, and methods of action that collectively create the organizational climate. In other words, work climate is a system concept that reflects the overall lifestyle of an organization.

Review of Previous Studies

The study by Paisal, Afrizawati, Divianto, Yahya (2019) conducted research on employees at Sriwijaya Polytechnic, using multiple linear regression analysis. The findings demonstrated that work satisfaction considerably affects performance with a coefficient of 0.405, significant $t = 0.000$, and organizational environment strongly effects job satisfaction with a coefficient value of 0.062, significant $t = 0.000$. Through job satisfaction, organizational atmosphere has a major indirect impact on performance. The study conducted by Mita Afriza, Mukhlis Yunus, Said Musnadi (2015) found that job placement influences performance at the Regional Public Service Agency for Mother and Child Hospital of Aceh Government. The study by Herlinawati, Mukhlis Yunus, Said Musnadi (2012) discovered that the Aceh Civil Service, Education and Training Agency's personnel location affects how well employees perform.

METHODOLOGY

This research will be conducted at a property company in Bireuen City. The study aims to examine the influence of placement, work climate, employee performance, and company performance within this context. The population for this research consists of all employees working at property companies in Bireuen City, totaling 127 respondent. A census technique will be employed to sample the entire population of employees in Bireuen City. The number of samples from each group can be seen in Table 3.1 below:

Table 1. Population

No.	Company	Population	Percent
1	PT Takabeya Perkasa Group	21	16.5
2	PT Galaksi Perkasa Nusantara	16	12.6
3	PT Alka Jaya	32	25.2
4	PT Asa Karya Megah	31	24.4
5	PT Soekah Perkasa Group	27	21.3
Amount		127	100

Source: Gapensi Bireuen City, (2023)

Research data was collected by distributing questionnaires to all respondents. Research data was analyzed using a Likert scale. The next stage after data collection is to use the software packages AMOS (Analysis of Moment Structure) version 19 and SPSS (Statistical Program for Social Sciences) version 22.0 to analyze the data using SEM (Structural Equation Modeling). Through the use of SEM, researchers can evaluate the connections between intricate variables to have a thorough understanding of the complete model.

According to Hair (2012: 22), Path analysis and multiple regression analysis are two types of multivariate analysis that have evolved into the SEM approach. The outcomes of hypothesis testing can be obtained by researchers by examining each question pertaining to the independent variables. In case the findings of the hypothesis testing fail to satisfy the standards of the feasibility index, the Confirmatory Factor Analysis (CFA) method must be employed for analysis. The process entails removing questions whose answers show less independence by taking each question's regression magnitude into account, resulting in a less pronounced regression difference for the questions that remain.

RESULT AND DISCUSSION

A probability of 0.002 and a CR value of 5.415 are displayed by the parameter estimation used to assess the impact of placement on business performance. The CR value of 5.415, which is larger than 1.96, and the probability of less than 0.05 for both values satisfy the requirements for admitting H4. It follows that location affects how well real estate firms in Bireuen City perform.. This indicates that the more suitable the placement of employees in property companies in Bireuen City, the more positive impact it will have on improving the performance of property companies in Bireuen City, especially in enhancing the work results of all employees within the company environment

When evaluating the impact of work atmosphere on company performance, parameter estimation yields a CR value of 6.824 with a probability of 0.042. Given a probability less than 0.05 and a CR value of 6.824, which is more than 1.96, both values satisfy the requirements for accepting H5. Thus, it can be said that the working environment that employees in Bireuen City property companies perceive as having an impact on enhancing the performance of the

company, particularly when it comes to offering services to the community regarding the availability of reasonably priced houses.

The results of parameter estimate for examining the impact of staff placement on performance indicate a 0.023 probability and a CR value of 5.041. Given a probability less than 0.05 and a CR value of 5.041, which is more than 1.96, both values satisfy the requirements for admitting H1. Therefore, it can be said that employee performance in real estate firms in Bireuen City is influenced by the location of employees. This suggests that boosting employee placement will have a favorable and noteworthy effect on raising worker performance in Bireuen City real estate firms.

When evaluating the impact of work atmosphere on employee performance, parameter estimation yields a CR value of 3.101 with a probability of 0.000. Given a probability less than 0.05 and a CR value of 3.101, which is more than 1.96, both values satisfy the requirements for admitting H2. Thus, it can be said that workers' perceptions of the work environment in Bireuen City have an impact on how well they perform at Bireuen City real estate firms. This suggests that employee performance will increase in proportion to how well individuals view their work environment.

When evaluating the impact of employee performance on corporate performance, parameter estimation yields a CR value of 7.375 with a probability of 0.000. Given a probability less than 0.05 and a CR value of 7.375, which is more than 1.96, both values satisfy the requirements for admitting H2. Therefore, it can be said that worker performance affects how well Bireuen City's real estate enterprises perform. This suggests that improved employee performance will improve business performance since each person will be driven to provide better work products.

The study's findings suggest that placement will improve both worker performance and the success of Bireuen City's real estate firms. A well-placed job can improve worker motivation. When workers are assigned to roles that align with their interests and skill set, they are typically more driven to deliver quality work. Employee work satisfaction can also be raised by effective job placement. Employees are typically happier at work when they believe their position fits with their skills and interests.

Proper job placement can enhance employee productivity. When employees are placed in positions that match their skills and interests, they tend to be more effective and efficient in carrying out their tasks. Proper job placement can also help retain employees. When employees feel that their placement aligns with their abilities and interests, they are more likely to be satisfied with their work and more likely to stay in the organization. Good job placement can also have a positive impact on employee well-being. When employees are placed in positions that match their skills and interests, they tend to feel more comfortable and happier in their jobs.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Placement, work climate, employee performance, and property company performance in Kota Bireuen have been running well, indicating that placement and work climate can influence the improvement of employee performance and property company performance in Kota Bireuen.
2. There is an influence of placement on employee performance in property companies in Kota Bireuen.
3. There is an influence of work climate on employee performance in property companies in Kota Bireuen.
4. There is an influence of placement on property company performance in Kota Bireuen.
5. There is an influence of work climate on property company performance in Kota Bireuen.
6. Furthermore, the research results also prove that there is an influence of employee performance on property company performance in Kota Bireuen.
7. Placement influences the performance of company employees through employee performance in property companies in Kota Bireuen.
8. Work climate influences the performance of company employees through employee performance in property companies in Kota Bireuen.

Recommendations

1. In order to improve employee performance and property company performance in Kota Bireuen based on the placement variable, it is important to note that a conducive work climate should be created so that employees can feel comfortable while working.
2. Placing employees in positions that match their abilities will make a significant contribution to improving both employee performance and company performance.
3. It is hoped that property companies in Kota Bireuen will provide comfort and security to every employee so that they are more motivated to improve their performance.

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