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## FACTORS AFFECTING EMPLOYEE PERFORMANCE

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**Abstract:** The purpose of this study was to determine and analyze: (1) Placement (2) Work Discipline; (3) Employee Performance; and (4) The Effect of Placement and Work Discipline on the Performance of the Railway Engineering Center for West Java Region, either simultaneously or partially. The research method used in this research is a descriptive survey and an explanatory survey, the unit of analysis in this study is the employees of the West Java Regional Railway Engineering Center with a sample of 50 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that the placement of employees at the Railway Engineering Center for the Western Java Region was good, the Work Discipline of the Employees at the Railway Engineering Center for the Western Java Region was generally good, the employee performance of the Railway Engineering Center for the Western Java Region was currently considered good. Employee Placement and Work Discipline have an effect on the Employee Performance of the Railway Engineering Center for the West Java Region simultaneously and partially. However, partially dominant placement affects employee performance than work discipline. Because placement more dominantly affects employee performance, it becomes the first priority in improving the employee's performance. Therefore, the West Java Regional Railways Engineering Center is advised to remain consistent in arranging work placements according to their existing abilities, so that they are able to work more professionally.

**Keywords:** Placement, Work Discipline and Employee Performance

## INTRODUCTION

The rapidly changing environment, especially the uncertain political conditions in Indonesia, demands that business and social actors and the government must be able to respond to these changes as well as possible, not least the organization of the West Java Region Railway Engineering Center which must always be ready to support the implementation of rail transportation for the community under any conditions. The Railway Engineering Center, especially in the West Java Region, is at the forefront of the immediate regulators and railway operators in the implementation of mass rail transportation by prioritizing safety, security, fast and smooth as well as integrated and effective and integrated with other modes of transportation.

If you look at the performance of the West Java Regional Railways Engineering Center in carrying out its duties in each function, both operational functions and coaching functions, quantitatively and qualitatively it has not been able to fulfill the wishes of the community, because the West Java Regional Railway Engineering Center has to be the implementer of improvement. infrastructure, organizers and supervision of the orderly rail traffic still have many problems. The performance of the West Java Region Railway Engineering Center has a very important role in the implementation of rail transportation, so there must be an increase in human resource development. Performance is work performance or work results in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2005: 9). Thus the performance of employees can be measured by the leadership during the work process, it will be known whether the employee is working according to the agreed procedures or organizational culture standards. Employees who have good performance will have an impact on the institution, and will even provide a positive image in the community. On the other hand, employees who are not able to work professionally and do not have an organizational culture will affect other employees. That is why, in evaluating employee performance, it must be carried out fairly and equitably so as to create a conducive working atmosphere and be treated equally. This is where it is important as a leader who must be able to overcome these problems.

The performance of employees in an organization or government agency has been determined in a written regulation. The regulation binds the organization so that if it is carried out collectively, it will automatically be systematically embedded with quality performance and will affect the activities of daily life. To be able to carry out better performance, it is necessary to have employee commitment in a responsible manner. So the employee who wants to make improvements, first of all he must be able to be consistent with the regulations that apply in the institution. Compliance with performance becomes very important, because with compliance will be embedded traits that will be able to improve self-quality. So that with clear regulations on the division of labor that is directed, as well as employee performance appraisals, the performance of the West Java Regional Railway Engineering Center employees should increase, but in reality the performance of the West Java Regional Railway Engineering Center employees is relatively not optimal.

Based on the results of the research conducted by the researchers at the Office of the West Java Regional Railway Engineering Center, employee performance is still low with the following indicators:

1. The quality of employee work is not yet on target. This means that employees / members have not carried out work according to the targets set by the leadership.
2. The quality of employee work is still low. This means that the work is not in accordance with the quality that has been set.
3. Work not on time. This means that employees who work do not enforce discipline at work that the results are not as expected.

The performance of employees in the Office of the West Java Region Railway Engineering Center needs to be immediately improved to further improve performance. Kartono (2000: 20) suggests that leadership is different from the notion of a leader. Leadership is the ability to influence people or groups with a view to achieving a goal or for other reasons in order to improve their performance.

Based on the statement above, it turns out that the low performance of employees is suspected of inaccuracy in the placement of employee duties, this can be seen based on a preliminary survey (2017) and interviews with several employees, that they feel they are placed in

jobs that are not in accordance with their competencies, so they must try to improve their performance. develop themselves and adapt to the given workload,

The problem that occurs is that the placement of employee duties is not appropriate, so that the work ability of the employee is not in accordance with the SOPs needed to carry out the work entrusted to him, therefore it is necessary to have the right assignment, so that it will encourage employees to improve their performance, according to Griffin's opinion. quoted by Ernie and Saefullah (2005:143) explains that high employee performance is determined by 2 (two) factors, namely (1) work placement, namely the placement of resources and situations needed to do work and (2) discipline (discipline). ) namely discipline in doing work.

In addition to the lack of precise placement of employee duties in carrying out work, it is also alleged that the low discipline of employees is a result of frequent delays in completing a job, employees are often not in their place of work or the work achieved is not in accordance with the standards that have been set, the service is not fast enough. given by employees, this is an indication of a lack of discipline in their work, based on the report of the staffing section (2017) there are findings of disciplinary employees, namely: (1) 20% of employees on average do not attend ceremonies; (2) 37% of employees are absent on average but perform assigned tasks (3) 31% do not come to work without notification. (Source of interview with TU Center for Railway Engineering for West Java Region, 2022)

Casio (2003) suggests that work discipline can improve employee performance. Based on the statement above, it can be seen that the low performance of the employees of the West Java Regional Railway Engineering Center is allegedly caused by their low work discipline. Meanwhile, Ivancevich (2007: 442) states that task placement plays a very important role in determining employee performance, because competent people in the right place will improve their performance. Based on the statement above, in addition to work discipline, task placement also tends to improve the performance of the employees of the West Java Regional Railway Engineering Center.

The smooth and continuous operation of the West Java Regional Railway Engineering Center depends on the presence of its employees. A uniform policy on attendance helps inform all employees about the importance of following RI Government Regulation No. 53 of 2010 concerning Civil Servant Discipline, where discipline in the regulation is defined as the ability of Civil Servants to comply with obligations and avoid prohibitions specified in the laws and regulations, invitations and/or official regulations which, if not obeyed or violated, will be subject to disciplinary action

Siagian (2003; 194) states that basically the dominant factor that affects the level of discipline of an organization's employees is task placement. Based on the facts and statements above, it is clear that the low work discipline of employees is allegedly caused by the assignment factor. Therefore, the element of assignment and employee discipline is another factor that can improve employee performance. Thus, the factors that affect employee performance vary widely according to the point of view of the performance itself. However, these factors do not actually stand alone, but are related to one another.

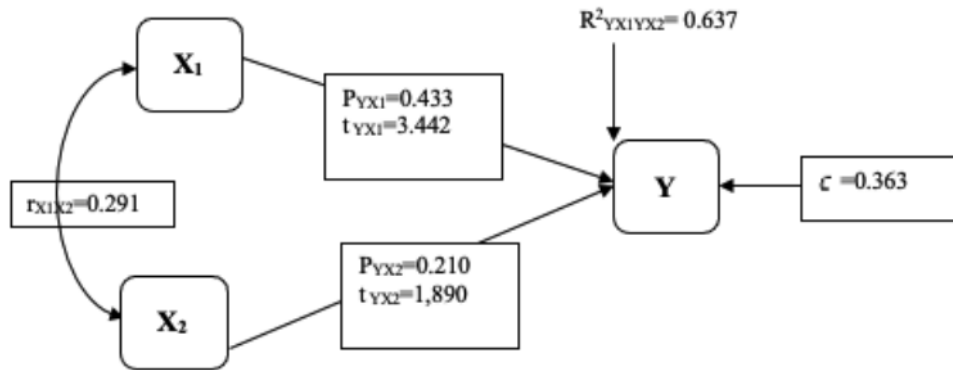
## RESEARCH METHOD

The method used in this research is the description survey and explanatory survey methods which are carried out through data collection in the field. The survey method. In the opinion of Nazir (2000), is "an investigation conducted to obtain facts from existing phenomena and seek factual information, whether about social, economic or political institutions of a group or an area".

The type of investigation in this study is causality, because it will examine the causal relationship of these variables. The sample in this study were 50 employees of Railway Engineering Center For West Java Region who filled out questionnaires and processed using a path analysis approach.

## FINDINGS AND DISCUSSION

The results of the study indicate that Organizational Learning and work motivation on work satisfaction can be seen from the diagram below:



Picture 1. Path Analysis Calculation Results

Based on the results of the above calculations, it can be seen that

1. For the first hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $3.334 > 1.68$ ), which means that, work placement affects employee performance
2. For the second hypothesis,  $t_{count}$  is greater than  $t_{table}$  ( $1.890 > 1.68$ ), which means that work discipline affects employee performance

Then for the simultaneous effect, it can be seen work placement and work discipline on employee performance together are 63.7% where 44.18% is dominated by influence of work placement on employee performance and 19.52% is the effect of work discipline on employee performance.

## Discussion

The results of the above study indicate that

1. From the picture above, it can be seen that the direct contribution of placement to employee performance is 38.74% with a tcount coefficient of 4.442, while for the ttable value at the significance level  $(0.05) = 1.67$ , because the tcount value  $>$  ttable, and indirectly through the work discipline variable of 5.44%. While the contribution of placement to employee performance as a whole reached 44.18%, it can be concluded that placement has a significant direct effect on performance, this empirical evidence indicates that in an effort to improve employee performance, it is necessary to improve the placement factor, because the placement factor is closely related to performance improvement. The path coefficient shows a positive and significant value, meaning that the better the placement, the higher the employee's performance.
2. From the table above, it can be seen that the direct contribution of work discipline to employee performance is 14.08% with a tcount coefficient of 1.890, while the ttable value is at the significance level  $(0.05) = 1.67$ , because the tcount  $>$  ttable, and not directly

through the placement variable by 5.44%. While the contribution of work discipline to employee performance as a whole reached 19.52%, it can be concluded that work discipline has a significant direct effect on employee performance, this empirical evidence indicates that in an effort to improve employee performance, it is necessary to improve work discipline factors, because work discipline factors are closely related with increasing employee performance. The path coefficient shows a positive and significant value, meaning that the better the work discipline carried out, the higher the employee's performance.

## CONCLUSION

Based on the results of the research and observations that have been made, the authors would like to propose some suggestions that can be taken into consideration for the West Java Regional Railway Engineering Center. to improve employee performance through improved placement and work discipline. These suggestions include:

1. In dealing with an organizational change, placement is considered important to be a driver of discipline, motivation and desire of employees to provide the best results for the organization. So that placement in the future should receive more attention.
2. Improvement of employee work discipline can be done through increasing understanding of the applicable value system and being responsive in responding to all information received.
3. Employee performance of the West Java Region Railway Engineering Center must be improved, especially regarding increasing creativity and innovation in creating competitive and comparative advantages in completing tasks, increasing cooperation with fellow co-workers to complete work and increasing the frequency of periodic maintenance of work equipment.
4. Priorities that must be considered by the West Java Regional Railway Engineering Center with the selection in placing employees according to the abilities and backgrounds of each employee

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