



ANALYZE THE FACTORS IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract

The performance of employees is one of the most important factors in the company's progression. The enhancement of an employee's performance may receive support from either human resources or employee development. This new development in human resources will almost certainly affect employee performance. The goal of this study was to investigate the factors that play a role in enhancing the performance of employees.

This qualitative research uses a case study approach based on phenomena, symptoms, facts, or social information. According to Sugiyono (2019), qualitative research methods are based on philosophy after positivism, which is used to examine the natural conditions of objects, where researchers are the main instrument, sampling sources from data sources, and data analysis is inductive or qualitative. In addition, the findings of qualitative research emphasize the concept of generalization.

The findings indicate that the elements that impact employee performance are work pressure, communication, workload, and attitudes that contribute to work pressure, followed by the provision of Compensation that is not as expected by employees following working hours and employee guarantees. At the same time, efforts must make to improve performance, specific guidance and direction, training and development, and a discipline against company rules that are expected to improve employee performance.

Keywords: Employee Performance, Work Environment, Company Management

INTRODUCTIN

There is a very high level of business competition between the various corporations, and each corporation must contend with a very high level of this competition. Certain steps need to be taken to deal with this competition, and businesses need to have particular advantages that can be used as tools to win the competition with their rivals. Companies with specific advantages have employees with qualified competencies that they can use to win the competition. The company then utilizes these employees to achieve specific advantages. Employees are typically the component of a company that is highlighted as a competitive advantage. Another competitive advantage that corporations must hold comes from product processing techniques, organizational design, and the requirement of specific individuals who can use those techniques to exploit (Arif, 2018).

Employees are the driving force for the corporation, which is the main factor because the existence or sustainability of the corporation will depend on the employees they have. To achieve what has been set by the corporation, it takes employees qualified in their fields to carry out these functions. Management responsible for managing the competence of employees in the organization strives to make all the potential of existing employees effective, thus forming an efficient separate division. For the company to accomplish what has been planned, it needs to assess factors that benefit the company (Safitri, 2018).

Performance results from carrying out a particular work process at a particular time and location within the company at which employees are employed, the performance of an employee is the result of the activities that the employee participates in while working for the company. Performance can obtain in a variety of different ways, including through formal

education as well as through work practice in the field. Training for employees working in the field and education for management positions can also contribute to improved performance. Alterations to the organization's structure need to be made to bring about the desired improvement in output, while modifications to the technology will hopefully lead to enhanced functionality (Silvya, 2019).

Employee performance is produced from work done by employees in the form of quality and quantity obtained by the employee in the company. The accomplishment of the work that is planned can be measured by determining the accomplishment by the outcome measures that the corporation determined. Therefore, corporations must establish quality standards to determine the performance of their employees during each period. It is done to ensure that the results of the information are known, including both the quality and quantity of production as well as the results of each employee's performance following the work obtained by individuals who are adapted to individual roles or tasks within the company within a certain time, which is linked with a certain value or standard measure of the company where the individual works (Daulay et al. 2018).

Employee performance can be caused by certain conditions, including stress in the place where the employee works, rewards, and the situation in the company. According to Wartono (2017), work stress is a condition of work pressure that can create a discrepancy between physical and psychological conditions, affecting feelings, reflection processes, employee conditions, and pressure caused by the workplace.

Workplace stress is a dynamic condition in which a person faces an opportunity, constraint, or demand related to what is desired, and the outcome is perceived as uncertain. Stress occurs when employees can't be more diverse and sometimes conflict with each other. Family problems, excessive workload, and many other challenges make stress almost impossible to avoid.

Compensation is the income earned by employees either in the form of money, goods directly or indirectly received as a reward for the performance given to the company. A reward is something that employees receive in exchange for contributions to their work in the company. Wages or wages are important for everyone, especially for those who work. Every worker has the right to get a salary according to what he has done, which can meet his life needs. Compensation aims to stimulate the workforce to improve work quality and production efficiency (Mulyapradana et al., 2020).

Compensation is one of the factors that affect performance. In addition, the place where the employee works can determine the employee's performance. The pressure or stress in the workplace and the unavailability of a special room to make it conducive can affect employee performance. The work environment is an inseparable part of important things that encourage effective employee performance. The purpose of the work environment is the environment around employees where the place can determine the completion of the work given to employees. Working environment conditions greatly affect employee performance. If the work environment does not meet the standards set, it will impact the mentality of employees, and employees will not focus, automatically resulting in decreased employee productivity. Discomfort that occurs in the room where employees work such as excessive heat conditions, the air is not circulated properly, the number of employees in the room is too many, the cleanliness of the work environment is not maintained, noise from outside entering the work environment, of course, it will have an impact on the work of employees (Tjiabrata et al. 2017).

The company is expected to be able to make efforts to improve employee performance. Good leadership is leadership that can evaluate the workforce. In this case, the management coordinates with employees to find solutions to reduce employee stress and create a good work environment. A conducive work environment will improve employee performance from year to year.

According to Astuti (2017), who conducted an earlier study investigating the case, increasing employee motivation to perform better and be more productive can be accomplished by enhancing the quality of the working environment. According to a study by Andriani (2016), the leadership team at the Sumatra del Norte Provincial Health Office utilizes multiple leadership styles to improve work achievement. This style is the one that is anticipated to stimulate work performance. To maximize his team's potential, the leader needs to play an active role in their development.

Previous research by Rizki (2017) stated that a leadership style with balanced demands with a good organization could positively influence employee performance in the company. The decision-making process has an important role in motivating employees. Besides that, other important things are communication, coordination, and company changes carried out by leaders in the company. Decision-making is an important process in determining the choice of several alternatives to solve problems, so that company goals are achieved.

Previous research has been done by Gayatri et al. (2018). They state that, on average, employees have completed their work well, and employees will work according to what is directed and will be able to improve their performance. When viewed from the aspect of work quality, the error rate is very low; besides that, every employee can complete the work as specified. Viewed from the aspect of timeliness, employees can already complete every job on time. Finally, judging from the contribution aspect, the level of employee contribution is relatively high because employees arrive on time to enter the office.

While in terms of the ability to work together, in this study, the findings were found that employees at work always build cooperation with other colleagues, a work team, and a good relationship between superiors and subordinates. It is undeniable that there are employees who, when given a task or job, sometimes cannot complete it on time. This situation will impact the decline in performance which has been good so far.

Performance

Performance is based on the work that employees produce while referring to the size or standard established for the work given earlier. Performance is an external record that results from what employees do or certain activities over a certain period of time. Performance can be thought of as the results obtained by a person depending on the size applicable to the job in question. This definition of performance can vary depending on the size. Individual performance is a standard used to measure company performance. The most important things that drive a company's success are the presence of employees with high abilities and quality and high morals, so they can be expected to complete satisfactory work.

Not many employees have the capacity, skills, and morale by the standards set by the organization. However, in some cases, an employee has the capacity as expected by the organization. Still, the employee sometimes does not have high morale, which results in the resulting performance not meeting the company's expectations (Pasaribu and Krisnaldy, 2020).

While Khotimah et al. (2017) stated that what is meant by performance is the standard set by the company and used as evidence or a measure to state that someone has tried as much as possible and the effort made is a benchmark for someone who has talent that can be relied on to assume responsibility. more important responsibility, speed, and accuracy of work, work initiative, ability to work together. Performance can also be interpreted as the realization of work determined in quantity and quality obtained by employees to carry out their functions.

Performance appraisal is a standard and formal structured mechanism to identify, assess and change identities that can be related to what has been done, employee behavior and results, as well as attendance levels, to find the level of productivity and efficiency of employees in transportation To get out of work in the future so that it is beneficial for employees, organizations, and companies. It is simpler than it can state that the assessment of results is a

process through which organizations can assess employees' work achievements (Hakim and Fanani, 2019).

If there is a condition where performance is not as determined, then a new strategy is needed that will use for planning performance improvement. For example, in evaluating employee performance, work activities for not only physical employees but also employee performance regarding various questions such as work capacity, discipline, work relations, or specific questions according to the field and level of work (Siswanto and Hamid, 2017).

Factors Affecting Performance

Three factors can affect employee performance, according to Jamaludin (2017). These factors are as follows: The first factor is individual ability, and individual capacity includes talents, interests, and personality factors. The amount of knowledge, understanding, capacity, interpersonal skills, and technical skills that a person possesses regarding raw materials. These skills may also be referred to as skills. Therefore, the likelihood that a worker will turn in a satisfactory performance. Workers who possess various useful skills are more likely to perform well.

While the second component is the amount of effort that is put in, this refers to the actions employees take seriously for the company's benefit. These include their level of enthusiasm, their work ethic, and their presence. The level of action the employee takes reflects the motivation they have shown to complete the job. From this point forward, even if employees have the necessary skill level to work, their performance will not be satisfactory if they have only a few opportunities. It is connected to the distinction between the level of skill being a reflection of what has been done and the level of effort being a reflection of what has been done.

Meanwhile, Daulay et al. (2019) said that performance measurement is according to what is produced by employees, including quality, quantity, length of work, and coordination to meet the targets set by the company.

Work Stress

Some organizations, in achieving their goals, require productivity in their employees. High-quality productivity is the responsibility of employees to be achieved. Employees need to adapt to their capacities and abilities to increase their productivity. Workloads that require employees to continue to be productive cause stress in the workplace. Stress from work is called an adaptive response to external situations that cause physical, psychological, and organizational members (Yulia and Mukzam, 2017)

Stress can also be interpreted as an excessive burden on people's ability to complete work. Things that he must do in household life, neighborhood activities, company assignments, leisure activities, or those related to other than himself can cause stress on his mind. The notion of stress itself is a thing that blends with feelings of deep sadness and depression because the two problems are intertwined with each other. Stress is the result of how physically reacts to life's problems experienced by a person, and stress interferes with metabolism. At the same time, depression is a psychological reaction to someone's stress that is happening to him (Pastiyo, 2019).

Meanwhile, Parwoto et al. (2017) said that what is meant by work stress is a person's condition where pressure on someone can affect mental conditions and how to convey ideas and circumstances to someone. If the stress he experiences is outside normal limits, it will result in a person's reduced ability to respond to the surrounding environment. The result of stress on employees is that it can interfere with the implementation of their work. This condition can directly or indirectly affect physical and mental health. People suffering from stress will feel excessive fear, which can cause serious problems.

Factors That Cause Work Stress

Job stress is a dynamic condition in which a person faces opportunities, constraints, obstacles, or demands related to what he wants, and the results are considered uncertain. Two categories can cause stress, namely causes that arise themselves and causes that arise outside of work.

The cause of stress at work, according to Wartono (2017), is partly due to an excessive workload. In addition, it can also be caused by pressure or pressure on the available time is too short. Poor supervision also plays a role in causing stress in the workplace. It is no less important that the cause of stress in the workplace is also caused by interpersonal conflicts or complications in the community, conditions in the work environment that do not meet standards, and unclear positions for employees of the company.

While the causes of stress outside of work are caused by financial fears that will obtain and can also be caused by problems in family life, physical problems and marital factors can also trigger job stress. The last factor that can trigger work stress is changes in the employee's residence or residence.

The opinion expressed by Blue et al. (2016) Regarding the causes of stress is as follows: extra organizational and organizational stressors and group stressors. Extra organizational stressors cause stress from outside the company, including things like changing culture and not being able to adapt to change. On the other hand, organizational stressors are stress that occurs due to causes from within the company.

It often happens in companies where the company has to make changes in their business strategy to compete with other companies so that it will have the following consequences. First, there will be authoritarian policy-making. All top leadership decides all policies. The second consequence is that there will be an authoritarian leadership style in which unclear tasks are assigned to employees. Meanwhile, group stressors can be categorized into two areas: unpleasant co-workers and lack of togetherness with co-workers.

Stress factors can occur in an individual due to excessive pressure and targets, limited time to complete work, and multiple roles where one individual can do a lot of work. The actions of each employee when experiencing work stress can be different. Factors that cause individual stress include a person's personality type, and several personalities are easily stressed. In addition, personal control also determines the stress they experience; some individuals can control their stress well, and some are unable. One's level of surrender and level of power in conflict management

Job stress is closely related to obstacles and demands, which are barriers in the form of forces that prevent or hinder someone from taking any action. In contrast, demands refer to the loss of something they want so that employees will experience stress due to obstacles and demands. Measurement of work pressure can be seen from workload, leadership attitude, working time, conflict, communication, and authority at work (Dewi and Synta Sih, 2016).

Compensation

What is meant by Compensation is anything good in the form of anything that employees receive from the company in exchange for the services they provide to the company. The positive impact of providing Compensation to employees is to stimulate employees to carry out tasks that exceed the targets set by the company. In addition, Compensation also functions as an award to employees who have done a good job according to company rules (Agustina et al., 2019).

Humans instinctively work just to fulfill what they need. An employee tries to complete his job well and will give high dedication and loyalty to the company if the company gives

them a reward in the form of Compensation. Therefore, Compensation has a very significant impact on employees. The size of the Compensation received by the employee reflects the size of the measurement of the value of work or employee performance by the company.

That is why Compensation is one of the factors that can affect employee performance, morale, and motivation to achieve the goals set by the company. Likewise, the company expects that with the Compensation issued by the company's management, the employee's work is reciprocal and greater work performance. For companies hoping that employee performance is greater than the value of Compensation issued to employees, this will make the company earn a profit so that the company can continue the company's existence. (Ekhsan and Septian, 2020).

Meanwhile, Manik (2016) states that Compensation is categorized into two groups, namely: the first is called Direct Compensation, which in this case includes salaries, wages, and incentive wages, while the second is Indirect Compensation. Holiday allowances, pensions, field trips, and uniforms.

Several factors can affect the Compensation that the company will give. According to Suryani (2013), Compensation is influenced by several factors, the first factor is the amount of supply and the amount of demand for labor, if the workforce is offered (job applicants) more than the number of requests for labor (job vacancies), then the salary that will offer is relatively small. The conditions will be different if job applicants are less than job vacancies, and the Compensation is relatively higher. Conditions will be according to the rules if the number of applicants equals the number of available job vacancies.

The next factor that can affect the size of the Compensation that employees will receive is the company's capacity and ability. In this case, if the company's finances are in good condition and able to pay better, then the compensation received by employees will be greater. Trade unions/agency organizations can also affect the amount of Compensation that the company will issue. If the union is strong and influential, the level of Compensation is greater. On the other hand, if the union is not strong and has less effect, the compensation rate is relatively small.

Another factor that will also affect the size of the Compensation that employees will receive is the productivity of the workforce or employees. If the productivity of the workforce or employees is good and plentiful, the Compensation will be greater. On the other hand, if the productivity of the workforce or employees is poor and low, the Compensation they will receive is also relatively small.

The last factor that can affect the amount of Compensation is the government with laws set by the president, the government with laws and presidential decrees determining the amount of minimum salary/service limits. This government regulation is very important so that employers do not arbitrarily determine the number of services for employees.

Work Environment

What is meant by the work environment is something that is around workers, which includes light, color, air, sound, and music that affect them to complete their work. The work environment is the physical atmosphere in the workplace, including its physical factors, such as tables, chairs, lights, and rooms. The work environment is everything around employees, which can influence employees in carrying out their duties (Khotitimah et al. 2017).

Interpersonal relationships in an organization are very important to create comfortable conditions for the work environment or harmonious relationships among employees. When performing tasks where good interpersonal relationships are established between superiors and co-workers and subordinates, will be able to improve or provide the right solution to do the

job, high accuracy of target completion, good relationship, good situation and work cohesion to improve performance. Employees (Anam and Rahardja, 2017).

Interpersonal relations within an organization can create a harmonious working environment among fellow company employees. When performing tasks with good interpersonal relationships between superiors and co-workers, creating good communication and atmosphere will result in high labor productivity. The work environment's function is to foster workers' desire to work with high passion and to increase productivity and improve employee performance (Anam and Rahardja, 2017).

METHOD

Types of Research

A qualitative research method based on phenomena, symptoms, facts, or social information utilizes to conduct this study's research. According to Sugiyono (2011), this qualitative research method is frequently utilized to investigate the state of natural objects. Within the realm of qualitative research, sampling of data sources is carried out, inductive or qualitative analysis of all data is performed, and the findings of qualitative research emphasize the meaning of generalization.

This study uses a qualitative descriptive method to understand social phenomena from the participant's point of view or insight. Participants are people who are invited to interview, be observed, and ask for their data, opinions, thoughts, and perceptions. The purpose of qualitative research is not only to produce data or information that is difficult to find through quantitative methods but also to be able to produce significant information and even hypotheses or new knowledge that is used to help overcome problems and improve the standard of living of humans (Sugiyono, 2005). Conduct this research in one of the leading companies in Indonesia in 2021

Data Collection Technique

Data collection This study uses 3 types of data collection methods, the first with interviews conducted by researchers are structured and unstructured interviews. According to Sugiyono (2019), unstructured interviews, namely interviews in which researchers do not use interview guidelines that have been arranged systematically and entirely for data collection.

The interview is a data collection technique in the survey method and to collect data through questions asked orally to respondents or subjects, Sugiyono, (2019). The right way to obtain primary data is through interviews by giving the right questions orally regarding the problems and problems to be studied to respondents. In this case, the respondents are company employees. Therefore, the list of questions contains questions about the main research problems causing the decline in employee performance.

While the second data collection technique is by way of Observation, Observation is the researcher observes what is done by the research subjects, which in this case are company employees, Listens to what is on their minds which they then convey through speech, and in this case, the researcher is also involved and participate in their activities Sugiyono (2019).

The third data collection technique is documentation, a data collection instrument often used in various data collection methods. The purpose of this documentation is to obtain information that supports the analysis and interpretation of the data. Documentation can be in writing, drawings, or monumental company works. Support the data obtained in this study through images and videos. Pictures in the form of photos to be taken during activities and videos to record activities and all Interview results

Data Analysis Technique

After all of the data has been collected, the next step is to analyze the data so that

conclusions can draw from the currently available information. According to Ghony and Almananshur (2012), the researchers were responsible for performing the data analysis. This analysis was carried out from the research's location through the study's conclusion, beginning with examining all of the data, including interviews, observations made at the research location, documentation, pictures, and photos.

DISCUSSION AND RESEARCH RESULTS

Discussion

Sometimes the company can achieve its goals in the expected manner, which leads to excellent and optimal production results; other times, however, the company is unable to achieve its goals in the expected manner, which leads to less than optimal results. It is entirely dependent on the level of motivation that each employee possesses to carry out their duties appropriately within the context of the company's work activities. Therefore, for the implementation of the company's activities to function effectively, strong employee performance relative to the organizers of his work is required. The company has a series of activities that include planning, organizing, implementing, monitoring, and controlling work based on the division of each job. One of these activities is called implementation.

For most companies, employees are an important asset and even a top priority because the performance of employees in a company can affect customer satisfaction. Employee performance will determine how the management process can work well to achieve company goals. Company goals will be easier to achieve with good employee performance. The company's leadership style and work environment can improve employee performance with a manager's approach to provide appropriate management, understand the condition of its employees and provide motivation if there are less enthusiastic practices to support it. Companies that have provided rewards in the form of Compensation to employees must motivate employees to improve their performance so that company goals can achieve.

The company's goal is to produce high-quality products or services; at the same time, this can support the performance of the employees is good. Therefore, the company must consider certain factors that can reduce employee performance to maintain quality and profits following company goals. HR Placement According to remuneration, goals are not delayed, job satisfaction exists, high work discipline, high employee motivation to work, rewards or Compensation given following expectations, and a good management system from the company.

The workload is a process carried out to determine the number of working hours used or required by an employee to complete a given job or task within a certain time, or in other words, workload analysis aims to determine how many people and how many responsibilities or workloads. That properly delegates an employee. However, the workload given to employees is ineffective because they are still doing work that is not their job. Therefore, leaders must manage the workload of employees who assign tasks according to their work.

The time used to work in a certain period is called working time. Working time is measured from the length of working days, weekly weeks, working months, and years of work. In some financial companies, the work time required by employees to complete their tasks is not commensurate with the workload assigned. It causes most employees to be late to complete their tasks and makes them go home longer than the specified time. The working time that occurs is far above company standards. Leaders must provide sufficient time according to the workload given to employees.

Communication activities are activities to send or convey information, be it messages, ideas, or thoughts, from one part to another. This communication activity is generally carried out verbally or orally, facilitating that both parties understand each other.

Leadership is certain behavior that aims to influence the activities of group members to achieve what they want. The objectives are designed generally to provide individual and company benefits. A person's attitude in leading his employees can affect the employee's performance, both influencing and reducing employee performance. Leaders require employees to always understand their duties. Although sometimes, what employees convey to the leadership is not responded to well, it takes a long time to provide solutions. Leaders must quickly respond, provide solutions, and listen to what their employees say. The speed with which the leader responds to the employee's proposal will greatly affect employee performance.

Salaries paid permanently based on a fixed period are usually referred to as direct Compensation. This direct Compensation is also referred to as basic salary, namely wages or fixed salaries received by a worker in the form of monthly or weekly wages or hourly wages. Direct Compensation can be in the form of money such as salaries, benefits, THR, incentives, commissions, bonuses, performance payments, company profit sharing, and stock options.

Meanwhile, indirect compensation provides benefits to workers outside of a fixed salary or wage. This Compensation can be in the form of benefits or insurance provided to employees. Unfortunately, most finance companies have not prepared health benefits, family allowances, pensions, and transportation paid to employees, which can affect employee performance in the company. The company leadership should provide employees with health benefits, pensions, and transportation so that they can affect performance.

Companies need employees who can work well and faster, so the employees needed are those who have high criteria. Based on the results of the research conducted, it can conclude that the important factors that can determine employee performance and the capacity of several financial companies are workloads, work time, communication, leadership, direct Compensation, and indirect Compensation.

Closing

The results obtained from this study can be concluded that the factors that determine the increase in employee performance include: work pressure, workload, excessive working time, and high targets from the leadership resulting in work stress. In addition, the provision of salaries that do not follow employees' hard work is the next factor. Employee performance can also be affected by the lack of attention to Compensation for employees in the form of inappropriate overtime incentives as well as the attitude of the leadership who is not responsive in realizing suggestions from employees so that employees feel neglected.

The efforts that need to be made by the management to improve employee performance are: holding Guidance and direction activities, then training and developing employee skills, and Disciplining the applicable rules to achieve high organizational efficiency and effectiveness.

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