

EMPLOYEE PERFORMANCE AND INFLUENCING FACTORS

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ABSTRACT

Human resource management exists in a company to produce employees who are skilled at work because employees are a valuable asset to the company's operations and progress. Human resource (HR) management is required to ensure that all company activities and activities run smoothly and as expected. This study was carried out by distributing questionnaires in order to collect useful data for testing the research hypothesis. Employees of Bandung's People's Credit Bank (BPR) were given questionnaires. The findings of this study demonstrate that all research hypotheses are supported by test results. As dependents, all independent variables have a significant positive effect on employee performance.

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1. INTRODUCTION

Skilled human resource management owned by the company is an important asset for the company's operations and progress. Good management of human resources (HR) is needed so that all company activities and activities can run well. Useful human resources can be seen from how much they contribute to running the company. If the company is high, the company will be able to improve employee performance so that productivity will increase [1]. Every company definitely wants to get big profits. Because high productivity will increase company profits and many companies have poor employee engagement. The sense of attachment from employees looks very low towards the job. Leadership is someone with a leadership spirit who motivates and inspires his subordinates to achieve the planned goals [2]. And a leader is able to carry out the correct transformational style to his members when he does not feel pressured and burdened when carrying out his work. And that's where employees already have the nature of being engaged with the company where they work. Not a few companies have not been able to apply the transformational leadership style properly. So that the cause of the employees do not have And a leader is able to carry out the correct transformational style to his members when he does not feel pressured and burdened when carrying out his work. And that's where employees already have the nature of being engaged with the company where they work. Not a few companies have not been able to apply the transformational leadership style properly. So that the cause of the employees do not have And a leader is able to carry out the correct transformational style to his members when he does not feel pressured and burdened when carrying out his work. And that's where employees already have the nature of being engaged with the company where they work. Not a few companies have not been able to apply the transformational leadership style properly. So that the cause of the employees do not have high engagement and causes various losses in the company which makes the company cause losses (Jagero, Komba, and Mlingi 2012).

Other research suggests that when organizations plan compensation systems, managers treat compensation as an assessment of rewards and discipline employee behavior. In a modern environment, non-management factors, such as employees' values and their awareness of fairness must also be measured. In this way, the organization's compensation strategy can attract, retain and nurture talent, while also meeting their own demands for market competition and achievement of strategic objectives. If employees are paid well, have a good quality work environment and support opportunities that live up to their work values, employees will be happy. In order to implement competency-based payments, several conditions must be met. The competency criteria used must be researched, designed, experienced, and well understood. Furthermore, other practices such as routine management of career development must be implemented first, to successfully address concerns regarding this type of payment. It must also be matched with the goals, culture and political realities of the organization [3]. The research suggests that the factors that determine employee job satisfaction can be alienated into two basic categories: work events and

behavior. He showed that job satisfaction is the relationship between these two essentials. Actions of work include the work itself, compensation and work environment; behavior includes actors and other people in and out of the organization. One of the performance of competency-based human resources is competency-based payments. Furthermore, other practices such as routine management of career development must be implemented first, to successfully address concerns regarding this type of payment. It must also be matched with the goals, culture and political realities of the organization (Dewi and Utama 2016). The research suggests that the factors that determine employee job satisfaction can be alienated into two basic categories: work events and behavior. He showed that job satisfaction is the relationship between these two essentials. Actions of work include the work itself, compensation and work environment; behavior includes actors and other people in and out of the organization. One of the performance of competency-based human resources is competency-based payments. Furthermore, other practices such as routine management of career development must be implemented first, to successfully address concerns regarding this type of payment. It must also be matched with the goals, culture and political realities of the organization (Dewi and Utama 2016). The research suggests that the factors that determine employee job satisfaction can be alienated into two basic categories: work events and behavior. He showed that job satisfaction is the relationship between these two essentials. Actions of work include the work itself, compensation and work environment; behavior includes actors and other people in and out of the organization. One of the performance of competency-based human resources is competency-based payments. other practices such as routine management of career development must be implemented first, to successfully address concerns regarding this type of payment. It must also be matched with the goals, culture and political realities of the organization [4].

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Rural Banks (BPR) are microfinance institutions (LKM) in Indonesia that have a high level of business competition. Competition occurs not only between BPRs but also with other national financial and banking institutions. The expansion carried out by commercial banks by entering the micro segment, which was originally part of the work of microfinance institutions, made the position of BPRs even tighter. Capital owned by commercial banks, such as more advanced technology, a wider and larger office network

and better management of human resources, adds to the severity of BPR's challenges in facing competition (www.infobanknews.com).

The performance of Rural Credit Bank (BPR) employees in Bandung is required to always be good and improving, because the level of competition with Rural Credit Banks and other conventional banks has also increased. In recent years the development of the banking industry in Bandung has been increasing rapidly, so has the Rural Banks (BPR) which are increasingly thriving in Bandung. The growth of BPRs in Bandung is an interesting phenomenon, when compared to the number of BPRs in other regions, currently there are 30 BPRs located in Bandung, while in the capital city of DKI Jakarta there are only 25 BPR units (www.perbarindo.co.id).

2. LITERATURE REVIEW

Research by [8] aims to test whether job satisfaction can be used as an intervening variable in influencing employee performance. Samples were collected with a total of 279 questionnaires to employees of electronics companies in Bandung. Researchers at electronics companies due to high export figures in Bandung statistics. After being tested it can be concluded that there is a significant relationship and influence between job satisfaction, policies and wages on performance. However, there was no relationship between working conditions and relationships with co-workers on employee performance indirectly

Rumokoy & Lumempow's research (2015) tested the effect of leadership style, training, employee development, and company culture on employee performance. This research is useful in identifying what factors can affect employee performance. The test results show that there is a significant relationship between the variables tested and employee performance. According to [9], human resources are a key factor in achieving good organizational performance. The test results prove that employee development and motivation greatly influence employee performance in Manado. Rachmawati's research (2016) analyzed the effect of work motivation and job training on employee performance. The findings of this study indicate that work motivation and training have a significant positive relationship and influence on employee performance. The conclusion is that for employee performance to increase consistently, companies must pay attention to employees and maintain training programs that can increase employee motivation.

Research by Dewi & Utama (2016) aims to produce quality or quantity in work that can be accounted for according to roles in a company or organization. This research was conducted by collecting responses through questionnaires that were distributed to respondents, then the results of this questionnaire recap were used to test the relationship between variables and then it was discovered that employee performance was influenced by independent variables. Study this is according to [10] regarding the relationship of employee satisfaction, training and development to employee performance. A total of 115 questionnaires on managers and executives of telecommunications companies. The test results show that the development and training as well as employee satisfaction influential on employee performance. [11] shows that training and education variables have an influence on employee performance.

According to Bowra (2012) performance is a result of work achieved by a company according to the responsibilities and authorities of each member in an effort not to violate the law and achieve goals according to ethics. To achieve good performance must improve work competence such as increasing changes in attitudes, knowledge and skills that are superior. Employee performance is a company to assess where employee loyalty is to a company and how a company buys appreciation for these employees to develop human resources in the company (Karumuri and Kore 2021). According to [12] employee performance is a leader who can pay attention to and motivate employees at work.

2.1. Relationship between Career Development and Employee Performance

Based on the results of the analysis [13] career development has a significant effect on employee performance. However, as a variable between the relationship between employee performance and career development, it shows that the employee performance system will increase if career development is good. A leader who expects maximum company achievement must pay more attention to performance factors that affect the employees themselves, one of which is the performance factor. career development. The company's career development program is useful in increasing work ability [7].

2.2. Relationship between Training Development and Employee Performance

Human resource management has several factors in the process of training, recruiting, rewarding employees and evaluating employees. Defining training as an activity to improve employee competency.

This training educates operational employees on how to do a better job. Training activities can increase the knowledge, skills and abilities of an employee [14]. Previous research Sharma & Taneja (2018) Development and training programs to improve employee performance. Getting employee performance training can be divided into several methods such as mentoring and coaching, participation by subordinates and co-workers. In forming team work, it is likely that employees who participate in the work will produce good performance. Hence training programs not only improve employees but also help companies to make good use of human workforce.

2.3. Performance Appraisal Relationship between Employee Performance

The performance appraisal function is a performance appraisal system capable of providing accurate employee performance data, accuracy is an important aspect of the appraisal process. Although previously it tended to focus on cognitive models to explain value quality, social and contextual factors in performance research [15]. Several years of research have directed more consideration of affective, political and motivational factors. It is often argued that, oftentimes, it is not the motivation of the judgment that determines the accuracy of the formal scores [16]

2.4. Compensation Relationship between Employee Performance

Financial compensation has a positive and significant impact not only on employee work and job satisfaction, but also with other variables, namely motivation, with different results. Financial compensation does not have a positive impact, and has a significant effect on employee performance and motivation [17]. The following is the formulation of the hypothesis:

- H1: There is a significant relationship between career development and employee performance
- H2: There is a significant relationship between training and development on employee performance
- H3: There is a significant relationship between performance appraisal and employee performance
- H4: There is a significant relationship between compensation and employee performance

3. METHODOLOGY

Employees of rural bank companies (BPR) were taken as samples and population in this study. In a business competition that is getting tighter and fiercer, especially in the field of banking business related to lending, the presence of employees who have good performance is needed to support progress. Business, especially in the BPR business sector where business activities are only on a local scale. To determine the minimum number of samples in this study, the Krejcie Morgan Table was used so that the number of questionnaires distributed was 300 questionnaires and the questionnaires that could be used for data processing were 270 respondents. To collect data to be used in research, the authors distributed questionnaires using a Google form aimed at BPR employees in Bandung, then the data was processed to test the formulated research hypothesis.

4. RESULT AND DISCUSSION

The following results of the t test are useful for determining the effect of individual independent variables on the dependent variable.

Table 1 Test Results

Variable	B	Sig.	Information
Career development	0.298	0.007	H1 Significant Positive
Work training	0.139	0.030	H2 Significant Positive
Performance assessment	0.115	0.029	H3 Significant Positive
Compensation	0.178	0.006	H4 Significant Positive

Based on the results of the t test on H1, the sig. of 0.007, which means there is a significant influence with a Beta value of 0.298, which means that the career development variable has a significant positive effect on the performance of BPR employees in Bandung. These findings are consistent with research from Rumokoy & Lumempow (2015), Rumbay (2014) and Dewi & Utama (2016). The results of the t test on H2 have a significance value of 0.030 with a Beta value of 0.139 which means that there is a positive significant effect of job training on the performance of BPR employees in Bandung. These findings are consistent with research from Rumokoy & Lumempow (2015), Siddiqi (2018), Tabouli et al., (2016) and [18].

Based on the results of the t test on H3, the significance value is 0.029 with a Beta value of 0.115, which means that there is a significant positive influence from performance appraisal on the performance of BPR employees in Bandung. These findings are consistent with research from Khan et al., (2016), [19] and (Karumuri and Kore 2021). The results of testing the H4 hypothesis with a significance value of 0.006 and a Beta value of 0.178 can be concluded that there is a significant influence between compensation and BPR employee performance in Bandung. These findings are consistent with Rumokoy & Lumempow (2015) and [17]

5. CONCLUSION

After testing the hypothesis, it can be concluded that in this study career development has a significant positive effect on the performance of BPR employees in Bandung. This shows that employees get career development certainty in accordance with their work, so these employees will feel that their careers will increase in the company and always try to give their best performance to the company. This study also shows that job training is positively correlated with increased employee performance so it can be concluded that employee performance will increase with the provision of job training that will be able to improve work skills and will further increase achievement and good job attainment. Employee performance appraisal also turns out to have a significant influence on improving employee performance, because by holding an assessment of the performance of each employee, employees will feel that their work has been valued and evaluated by the company so that employees will always try to maintain their best performance for the company. For the next hypothesis, it is known that compensation has a significant positive effect on improving employee performance,

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