



# Optimizing Employee Performance: Analysis of Determinants of Employee Performance

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## Abstract

In organizational contexts, human resources (HR) play a vital role in achieving synergy and organizational goals. Competent and dependable employees are essential for an organization's success. Effective HR management ensures that employees are not only skilled but also aligned with the organization's objectives. This study investigates the impact of personal character, HR competency, compensation, and work culture on employee performance. Using a quantitative approach, the research involved 80 employee prosecutors in East Java, selected through total sampling. Data collection relied on the Likert scale, and multiple linear regression was employed for analysis. Notably, compensation emerged as the dominant factor influencing employee performance, with positive and significant effects. Improving compensation practices can lead to enhanced employee performance.

**Keywords** *Employee Performance, Personal Character, HR Competency, Compensation, Work Culture*

## INTRODUCTION

Human resources (HR) are important in running and building synergy to achieve organizational goals. Organizations need competent and reliable human resources to support achievement and development (Gustiana et al., 2022). Good human resource management is required to produce competent and qualified employees in terms of their performance (Iswandi, 2021). Many factors can affect employee performance, such as work motivation, human resource management, and the work environment, which can support employee productivity and impact employee performance levels (Kasman, 2021). The condition of the work environment is divided into two parts, namely the physical work environment and the non-physical work environment, which includes the task structure, leadership, and character of superiors and co-workers (Hustia, 2020).

The character of co-workers or other employees can influence employee performance because employees always interact with each other at work (Kahpi et al., 2020). Differences in employees' character in the workplace will occur because everyone has their own different personalities (Sedayu & Rushadiyati, 2021). Employees' character includes many things, including values, traits, education, and experience, as well as how to interact with their surroundings (Sukmawati et al., 2020). It is crucial to have good interaction between employees so that they can synergize well to give rise to good performance and competence (Lumanauw, 2022).

HR competence refers to the ability of employees to carry out tasks based on supporting skills and knowledge (Masud et al., 2022). HR competencies include good knowledge, honed skills and abilities, and ethical attitudes (Sivanissa et al., 2022). Research by Ali and Mehreen (2020) proves that HR competencies have a positive influence on employee performance in the company.

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This statement is supported by [Ibrahim and Irbayuni's \(2022\)](#) research that finds that HR competencies contribute to employee performance, where the higher the HR competencies possessed by employees, the higher the performance of employees in the company.

Improving employee performance can also be influenced by different work cultures in each existing company ([Radyasasmita & Suryaningsih, 2022](#)). Work culture refers to the values and norms the company holds to be applied to employees ([Atijah & Bahri, 2021](#)). An optimal work culture will encourage employees to work comfortably and safely, while a non-optimal work culture will discourage employees ([Satato et al., 2022](#)). The research by [Putri et al. \(2023\)](#) also states that work culture can positively affect employee performance but not significantly, so this follow-up research must be carried out in the prosecutor's office.

The Prosecutor's Office as the only officially prosecuting institution that was first functioned by the government law of the Japanese occupation era No. 1/1942, which was later replaced by Osamu Sirei No. 3/1942, No. 2/1944 and No. 49/1944, namely the existence of the Prosecutor's Office at all levels of court, namely since Saikoo Hooiin (supreme court), Kootoo Hooiin (high court), and Tihoo Hooiin (district court). At that time, it was officially outlined that the prosecutor's office had the power to search for (investigate) crimes and violations, prosecute cases, carry out judicial decisions in criminal cases, and take care of other work that must be done according to the law. In carrying out its duties as a law enforcer in the criminal process, the East Java High Prosecutor's Office holds a central position in the investigation, prosecution and execution process. So reliable and highly competent personnel are needed to achieve the goals of the prosecutor's office.

Previous research that similarly discussed employee performance reviewed had several differences. [Sutrisno et al. \(2023\)](#) researched the impact of motivation and incentives on start-up employee performance. [Yolinza and Marlius \(2023\)](#) researched the influence of career development and work motivation on employee performance. [Saputra and Fernos \(2023\)](#) also researched the influence of motivation and work environment on employee performance in Padang companies. Based on some of these studies, it is known that previous studies are still scarce in discussing the performance of employees in the prosecutor's office, so this research is unique and up-to-date on the target subject.

## **LITERATURE REVIEW**

Performance includes goal achievement, productivity, work quality, contribution to organizational success, as well as factors such as motivation, job satisfaction, and commitment to the organization. Performance also includes effectiveness (the extent to which objectives are achieved) and efficiency (the extent to which objectives are achieved by using available resources). In theory, many factors can affect a person's performance. According to [Akbar et al. \(2020\)](#), an employee's performance is influenced by performance, leadership, work environment, work ethics, and job satisfaction.

In line with what was stated by [Wulandari et al. \(2023\)](#), the factors that affect performance are employee needs, work motivation, job satisfaction, and work participation. Meanwhile, according to [Zulkifli et al. \(2023\)](#), factors that affect employee performance include leadership. In addition, factors that affect performance can vary depending on the context of the organization and the individual concerned. The aspects that are assessed to measure a person's performance can vary depending on the organisation's context and the measurement's purpose. The following are some common aspects that are often assessed to measure individual performance, including goal achievement, productivity, work quality, competence and initiative and creativity skills, collaboration and cooperation, compliance and adherence to rules, problem-solving skills, work attitudes and ethics, personal development, the work environment is the context or condition in

which individuals work.

According to [Kotur and Anbazhagan \(2014\)](#), performance is influenced by educational factors. It is known that performance has several indicators, and [Mitchell and Larson \(1987\)](#) state that there are five performance indicators, namely work quality, communication, punctuality, ability, and initiative. Meanwhile, performance indicators, according to [Mathis et al. \(2016\)](#), performance is measured based on quantity, quality, punctuality, attendance, and cooperation ([Hermanto & Srimulyani, 2022](#)). Individual factors and organizational environmental factors influence a person's performance or behaviour—individual factors, including abilities, needs, beliefs, experience, and awards. Meanwhile, organizational environmental factors include duties, authority, responsibility, education system, and motivation. However, performance does not happen automatically, which would be better if a good management assessment system was used. Performance management helps observe employee performance against job requirements for a specific period (i.e., explain what employees expect, set goals, provide direct guidance on how to do work, store and access performance information) assess that performance ([Dewi, 2021](#)).

## RESEARCH METHOD

This research was conducted using a quantitative approach. The bound variables were employee performance, and the independent variables were personal character, HR competence, compensation, and work culture. The subjects of this study were 80 employees, who were also the total population, using the total sampling technique to be more representative of the research results.

This study uses a data collection method with a Likert scale-type measuring tool. Five measuring tools are used: employee performance scale, personal character scale, HR competency scale, compensation scale, and work culture scale. The research data processing process begins with each scale's validity and reliability test.

The employee performance scale consists of 12 valid items with a reliability value of 0.781. The personal character scale consists of 12 valid items with a reliability value of 0.784. The HR competency scale consists of 10 valid items with a reliability value of 0.726. The compensation scale consists of 16 valid items with a reliability value of 0.821, and the work culture scale consists of 12 valid items with a reliability value of 0.761.

Multiple linear regression analysis was used in this study to determine how much influence and prediction of the four independent variables of personal character, human resource competence, compensation, and work culture on the variables bound by employee performance and a hypothesis analysis test preceded by an assumption test. The entire data analysis technique was processed with the help of the SPSS (Statistical Packages for Social Science) computer program version 25.0 for Windows.

## FINDINGS AND DISCUSSION

The results of testing the full regression model based on the variables were obtained as follows:

**Table 1.** Full Model Regression Analysis Test Results

Variable	F count	F table	R <sup>2</sup>	p
Employee Performance (Y)				
Personal Character (x1)				
HR Competencies (X2)	372.093	2.50	0.952	0.000
Compensation (x3)				
Work Culture (X4)				

Based on Table 1, the results were obtained, which showed  $F_{count} > F_{table}$  and  $p < value$  0.05, which means that the variables of personal character, HR competence, compensation, and work culture have a significant influence on employee performance with an  $R^2$  value of 95.2% which means that the major hypothesis in this study is accepted, namely there is an influence of personal character, HR competence, compensation, and work culture on employee performance. Then, the results of the regression analysis can be gradually known as follows:

**Table 2.** Results of the Regression Analysis Test of the Phased Model

Variable	Beta	t count	T table	P
Personal Character (x1) Employee Performance (Y)	-0.182	-5.320	1.991	0.000
HR Competencies (X2) Employee Performance (Y)	-0.046	-1.781	1.991	0.039
Compensation (x3) Employee Performance (Y)	1.112	33.579	1.991	0.000
Work Culture (X4) Employee Performance (Y)	-0.081	-2.793	1.991	0.007

Based on Table 2,  $t_{count} > t_{table}$ , it is said that there is a significant negative influence between personal character, HR competence, and work culture on employee performance, while compensation has a significant positive influence on employee performance, with a calculated  $t$  value of 33,579 and a  $p$  value of 0.000.

## Discussion

This study aims to reveal the influence resulting from personal character, HR competence, compensation, and work culture on the performance of high prosecutor's office employees in East Java through a hypothesis test. The hypothesis test results simultaneously stated a significant influence between personal character, HR competence, compensation, and work culture on employee performance. The results of the partial hypothesis test also showed a significant influence of each independent variable on the bound variable, with the compensation variable being the most dominant influence on employee performance.

The results of this study align with the opinion expressed by [Ratnasari et al. \(2020\)](#) that personal characteristics can determine the comfort and safety of work situations so that with good personal characteristics will create a good atmosphere and performance among employees. The research by [Nasrul et al. \(2021\)](#) also supports the idea that personal characteristics can unite employees through good interaction and synergy. Personal characteristics, including knowledge, skills, and attitudes possessed, can also be referred to as competencies ([Amang, 2023](#)).

Research by [Nur and Khair \(2021\)](#) states that HR competencies can improve employee performance by providing work effectiveness because they have adequate abilities. Research by [Pahmi and Busman \(2022\)](#) supports the idea that employee performance will be optimal when accompanied by the competencies possessed by each employee. Reliable competence, along with optimal performance, will increase employee value and allow them to receive more compensation ([Cholisshofi & Bahiroh, 2022](#)).

Compensation is a great and dominant influence in improving employee performance because it can provide a morale effect, increase employee confidence at work, and increase motivation to achieve in the company ([Salam et al., 2022](#)). Compensation includes direct payment of salaries, incentives, and bonuses; when compensation is given fairly and on time, it will bring satisfaction to employees who improve their daily performance ([Mering et al., 2023](#)). Compensation

also depends on the company's operational system and the work culture (Herawati et al., 2021).

The work culture of each company must be different so that the work culture can affect comfort in the workplace. When the work culture is not good, employees will feel uncomfortable, and performance can decrease (Jufrizen & Rahmadhani, 2020)—supported by research by Sarumaha (2022) those who state that work culture has a positive and significant influence on employee performance. The same and accepted work culture for each employee can encourage employees to develop in the company (Febriani et al., 2023).

Existing studies are sufficient in proving the influence of personal character, HR competence, compensation, and work culture on employee performance. However, this study cannot be separated from the limitations of the research, namely the number of samples studied is still relatively minimal and limited to provide a broad picture of employee performance, so that it can produce different results when studied with a larger number of samples.

## CONCLUSIONS

Based on the description of the discussion and research results, it can be concluded that personal character, HR competence, compensation, and work culture influence employee performance simultaneously and partially. There are suggestions for the development of further research, which is expected to be able to return a wider range of samples.

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