

# Analysis of Determinants of Employee Performance at PT Ezar Jaya Resources

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**Abstract.** *This study aims to analyze the factors that determine employee performance at PT Ezar Jaya Resources. The factors studied include competence, work culture, and job satisfaction, both partially and simultaneously on employee performance. The research method used is a qualitative approach with data collection techniques through interviews, observations, and documentation. The results of the study show that competence has a significant influence on employee performance. Employees with higher competencies tend to have better work productivity and are able to complete tasks efficiently. In addition, work culture also plays a role in shaping a conducive work environment, where employees who work in a positive culture are more motivated and show high loyalty to the company. Job satisfaction was also found to be an important factor that had an impact on employee enthusiasm and dedication at work. Employees who are satisfied with the compensation system, work environment, and career development opportunities show more optimal performance. Further analysis revealed that competence, work culture, and job satisfaction simultaneously had a greater influence on employee performance than if these factors were analyzed separately. Therefore, companies need to manage these three factors effectively to increase the productivity and competitiveness of companies in the plantation industry.*

**Keywords:** *Competence, Work Culture, Job Satisfaction, Employee Performance, PTPN II Medan City*

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## INTRODUCTION

Employee performance is a crucial factor in determining the success of a company, especially in the plantation sector which has high operational challenges (Nambiar & Harwood, 2014). PT Ezar Jaya Resources as one of the leading plantation companies in Indonesia, faces various dynamics in managing human resources. Optimal employee performance is one of the main factors in achieving operational efficiency and company productivity (Putri et al., 2022). Therefore, it is important to analyze the factors that determine employee performance in this company.

Employee performance is influenced by various factors, both from internal and external aspects. These factors can include motivation, work environment, leadership, organizational culture, and the compensation and rewards that the company provides (Zen et al., 2023). This study aims to dig deeper into these factors and how they affect employee productivity at PT Ezar Jaya Resources. Work motivation is one of the main factors in improving employee performance. Motivation can come from intrinsic factors, such as job satisfaction and commitment to the organization, as well as extrinsic factors such as salary, incentives, and awards. Employees who are highly motivated tend to show greater dedication to their work (Salsabila et al., 2024).

In addition to motivation, the work environment also plays an important role in determining employee performance (Firman et al., 2024). A conducive work environment, both physically and psychologically, can increase work comfort and productivity (Lubis, 2015). Factors such as work facilities, relationships between employees, and company policies in maintaining worker welfare are aspects that must be considered. Leadership in the company also has a significant impact on employee performance. The leadership style applied by the company's managers or leaders can affect the level of employee satisfaction and loyalty (Irvianti & Chandranegara, 2010). Inspirational and supportive leadership can increase morale and encourage employees to achieve the company's targets.

A strong and positive organizational culture will encourage employees to perform better. Clear company values and effective communication within the organization can create a harmonious working atmosphere (Zahriyah et al., 2015). Employees who feel part of a positive organizational culture will be more motivated to give their best contribution. Compensation and rewards are aspects that cannot be ignored in determining employee performance (Hameed et al., 2014). A fair and competitive remuneration system will increase job satisfaction and reduce employee turnover. Bonuses, incentives, and awards for work achievements are important factors in maintaining employee loyalty to the company.

In addition to the above factors, employee training and development also play a role in improving performance (Sinaga et al., 2021). Employees who get the opportunity to improve their skills and knowledge will be better prepared to face work challenges and make a greater contribution to the company (Muttaqijn & Fizia, 2018). Another factor that also affects is the balance between work and personal life. Employees who have a good work-life balance tend to be more productive and have lower levels of stress. Therefore, company policies that support work-life balance are important in improving employee performance.

In the context of PT Ezar Jaya Resources, the plantation industry has its own challenges, such as difficult working conditions in the field and high productivity demands. Therefore, companies must ensure that employees get adequate support so that they can work optimally. The increasingly fierce competition in the plantation industry is also an external factor that affects employee performance (Yulianti, 2014). Companies must be able to adapt to technological developments and market changes to remain competitive. This requires employees to always improve their competencies in order to support the achievement of the company's targets.

Occupational health and safety is also an equally important factor (Waleleng et al., 2020). In the plantation sector, the risk of work accidents is quite high, so companies must provide sufficient protection for employees. A good work safety program will increase employees' sense of security in carrying out their duties. Technology and innovation in work processes can also affect employee performance. The use of more modern technology can improve work efficiency and reduce manual workload. Therefore, companies need to ensure that employees get adequate training in adapting to the latest technology.

The relationship between management and employees is also an important factor in creating a harmonious work environment. Good communication between the two parties can increase employee involvement in the decision-making process and create a sense of belonging to the company. The role of company policies in regulating employee welfare also cannot be ignored. Policies related to leave, health benefits, and other facilities that support employee welfare can contribute to improving their performance.

Employee job satisfaction is also an important indicator in assessing the success of a company in managing human resources (Rismayanti et al., 2018). Employees who are satisfied with their work will be more loyal and tend to make a greater contribution to the company. The analysis of the determinants of employee performance at PT Ezar Jaya Resources is expected to provide a clearer picture of the strategies that the company can implement to increase productivity.

The research can also serve as a reference for other companies in the same industry to understand how certain factors can affect the performance of their employees. By understanding the determinants of employee performance in more depth, companies can design more effective strategies in improving employee productivity and achieving their business goals. Therefore, this study is relevant to be conducted to identify the main factors that affect employee performance at PT Ezar Jaya Resources and provide recommendations for companies in managing human resources more optimally.

## **METHODS**

### **Research Approach**

This study uses a qualitative approach with the aim of deeply understanding the factors that determine employee performance at PT Ezar Jaya Resources. The qualitative approach was chosen because it allows researchers to explore the experiences, perceptions, and views of employees and company management on the factors that affect their performance.

### **Type of Research**

The type of research used is a case study. Case studies were selected to gain a comprehensive understanding of the factors that contribute to employee performance in the context of plantation companies (Assyakurrohim et al., 2023). This study focuses on one company, namely PT Ezar Jaya Resources, to obtain more specific and relevant data.

### **Location and Subject of Research**

This research was conducted at PT Ezar Jaya Resources, which is one of the largest plantation companies in Indonesia. The research subjects consisted of company employees working in various divisions, including operational, administrative, and managerial departments. In addition, the research also involves managers and supervisors who have a role in managing and assessing employee performance.

### **Data Collection Techniques**

In this study, data collection techniques are carried out through several methods (Jogiyanto, 2018) that is; (1) In-Depth Interview: Interviews are conducted with employees, managers, and other relevant parties to dig up information about the factors that affect their performance. The questions asked are open-ended to allow for further exploration; (2) Observation: Observation is carried out by observing the work environment, interaction between employees, and work patterns implemented in the company. This observation aims to obtain empirical data that supports the results of the interviews; (3) Documentation: Company documents, such as performance reports, HR policies, and records related to employee productivity, are used to supplement data obtained from interviews and observations.

### **Data Analysis Techniques**

The data obtained were analyzed using thematic analysis techniques. The analysis process is carried out through several stages (Saleh, 2017) that is; (1) Data Collection: Organizing data obtained from interviews, observations, and documentation; (2) Coding: Identifying the main themes that emerge from the data; (3) Categorization: Grouping these themes into key factors that affect employee performance; (4) Data Interpretation: Constructing a narrative based on findings to explain the relationship between these factors and employee performance.

### **Credibility and Validity of Data**

To ensure the validity and credibility of the data, this study applies data triangulation, namely by comparing the results of interviews, observations, and documentation. In addition, the member checking technique was carried out by asking research participants to review the results of their interviews to ensure the suitability of the data.

## RESULTS AND DISCUSSION

### **Competence Affects the Performance of PTPN II Employees in Medan City**

The results of the study show that competence has a significant influence on employee performance at PTPN II Medan City. Competencies that include knowledge, skills, and understanding of work play an important role in increasing work productivity. Employees who have a high level of competence are better able to complete tasks well, show initiative, and contribute to the achievement of company targets. In addition, competence also plays a role in increasing job satisfaction because employees who feel they have enough skills tend to be more confident in their work. PTPN II has implemented a competency-based performance appraisal system, which reflects how the level of competency of employees is directly related to their work results.

The results of the study show that competence has a significant influence on the performance of PTPN II Medan City employees. Employees who have a high level of competence tend to be more productive and able to complete tasks effectively. These findings are in line with the opinion of (Anwar, 2017) which states that competence is the main factor in improving the quality of employee performance. Competencies that include technical skills, knowledge, and work experience are important factors that determine how well an employee can perform his or her duties. In addition, these results are also supported by research conducted by (Wahyuningsih, 2019), which found that increased competence was closely related to increased employee work productivity. In the context of PTPN II Medan City, the implementation of the competency-based performance assessment system has shown positive results in increasing employee productivity and work efficiency. However, the results of this study also reveal that there are still some employees who have competencies below the standards set by the company. Therefore, there is a need for a more intensive employee training and development program to improve their competencies to match the demands of the job.

### **Work Culture Affects the Performance of PTPN II Employees in Medan City**

The work culture at PTPN II Medan City has also been proven to have an impact on employee performance. A strong work culture, such as high discipline, openness in communication, and teamwork, helps create a conducive work environment. The results of the study show that employees who feel engaged in a positive work culture are more motivated to work better. Conversely, if the work culture is under-noticed, employees tend to lose motivation and have less commitment to their work. Therefore, companies need to continue to develop a work culture that can increase employee morale and loyalty to the company.

The work culture at PTPN II Medan City has a significant impact on employee performance. The results of the study show that a work environment that has a strong work culture can increase employee motivation and engagement in their work. (Utama & Sekamdo, 2024) stating that a good work culture will create a positive work environment, increase job satisfaction, and ultimately increase employee productivity. Research conducted by (Pramudya et al., 2023) It also shows that a good work culture can increase employee loyalty and commitment to the organization. The work culture implemented at PTPN II Medan City, such as work discipline, responsibility, and teamwork, has made a positive contribution to improving employee performance. However, the study also found that there are still several aspects of work culture that need to be improved, especially in terms of communication between employees and between employees and management. Therefore, PTPN II needs to continue to strengthen an inclusive and transparent work culture to create a more conducive work environment.

### **Job Satisfaction Affects Employee Performance of PTPN II Medan City**

Employee job satisfaction was also found to be a significant factor in improving performance at PTPN II. Factors such as compensation systems, good working conditions, career development opportunities, as well as good relationships with colleagues contribute to employee satisfaction levels. Employees who are satisfied with their work are more likely to work with

dedication and produce better output. On the other dissatisfaction can lead to low morale, which ultimately impacts productivity and performance effectiveness.

Job satisfaction was also found to be a factor that affects employee performance at PTPN II Medan City. Employees who are satisfied with their work are more likely to have high morale, work harder, and show greater commitment to the company. This is in line with the theory put forward by (Talashina & Ngatno, 2020), which states that job satisfaction is a key factor in improving employee motivation and performance. Research conducted by (Almigo, 2004) also supports these results, where job satisfaction has a significant relationship with employee productivity. Factors that contribute to job satisfaction at PTPN II include a fair compensation system, a comfortable work environment, and clear career development opportunities. However, this study also revealed that there are some employees who feel dissatisfied with the promotion and reward system implemented by the company. Therefore, PTPN II needs to evaluate their human resource policies to pay more attention to employee welfare and satisfaction.

### **Competence, Work Culture, and Job Satisfaction Simultaneously Affect the Performance of PTPN II Employees in Medan City**

Further analysis shows that competence, work culture, and job satisfaction simultaneously have a significant influence on employee performance at PTPN II. These three factors are interrelated in forming an optimal work environment. When employee competence is high, the work culture implemented is strong, and the level of job satisfaction is also high, then employee performance will increase significantly. This supports the achievement of the company's targets more effectively and efficiently. On the other hand, if any of the three factors decline, it will have a negative impact on overall employee performance. Therefore, companies need to maintain a balance between improving competence, implementing a good work culture, and ensuring employee job satisfaction is maintained.

The results of the study show that competence, work culture, and job satisfaction simultaneously have a significant influence on employee performance at PTPN II Medan City. These three factors are interrelated in creating an optimal work environment. This finding is in line with research conducted by (Hadiyatno, 2012), which states that the combination of competence, work culture, and job satisfaction will result in a more significant improvement in employee performance compared to the influence of each factor separately. In this study, it was found that employees with high competence who work in a good work culture environment and have a high level of job satisfaction tend to have more optimal performance. Conversely, if one of the three factors decreases, then overall employee performance will also decrease. This research also emphasizes the importance of an integrated human resource management strategy in improving employee performance. PTPN II needs to develop competency-based training programs, strengthen a positive work culture, and increase job satisfaction through fairer and more transparent policies. By doing so, companies can create a more productive work environment and increase their competitiveness in the plantation industry.

### **CONCLUSION**

Based on the results of the research that has been conducted, it can be concluded that employee performance at PT Ezar Jaya Resources is influenced by three main factors, namely competence, work culture, and job satisfaction. These three factors not only have an individual influence, but also simultaneously in increasing employee productivity and work effectiveness. First, competence is proven to have a significant role in determining the quality of employee performance. Employees who have adequate skills, knowledge, and work experience tend to be more able to complete tasks efficiently and make a greater contribution to the company. Therefore, improving competence through training and development is important to ensure that employees have sufficient capacity to carry out their work. Second, the work culture implemented in the company also affects employee performance. A positive work culture, such as discipline, teamwork, and good communication, is able to increase employee motivation and loyalty to the company. With a strong work culture, employees will be more enthusiastic about work and feel

more responsible for achieving the company's goals. Third, job satisfaction is an important factor that can increase employee enthusiasm and dedication at work. High job satisfaction, influenced by factors such as a fair compensation system, a comfortable work environment, as well as clear career development opportunities, encourages employees to perform better. Conversely, if job satisfaction levels are low, then employees tend to experience a decrease in motivation that can negatively impact their performance. In addition, this study also shows that competence, work culture, and job satisfaction simultaneously exert a greater influence on employee performance compared to the influence of each factor individually. In other words, when these three factors are managed effectively, employee performance can be optimally improved, which will ultimately have a positive impact on the achievement of the company's targets.

## SUGGESTION

As an implication of this finding, PT Ezar Jaya Resources needs to implement a more comprehensive strategy in managing human resources. Companies can improve employee competencies through continuous training programs, strengthen a work culture that supports productivity, and increase job satisfaction by creating a more conducive work environment. Thus, the company can not only improve employee performance, but also be able to compete better in the plantation industry. In conclusion, employee performance is the result of various factors that interact with each other. By understanding and managing these factors effectively, companies can create a more dynamic, productive, and competitive work environment in achieving their business goals

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