

## The Effect of Human Resource Management Quality on Employee Performance at the Banggai Islands Regency Transportation Office

### Pengaruh Kualitas Manajemen Sumber Daya Manusia Terhadap Kinerja Pegawai Pada Dinas Perhubungan Kabupaten Banggai Kepulauan

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#### ABSTRACT

This study aims to analyze the influence of individual factors ( $X_1$ ) and organizational factors ( $X_2$ ) on employee performance ( $Y$ ) at the Banggai Islands Regency Transportation Office. The research method used a quantitative approach by distributing questionnaires to 88 employees as respondents. Data were analyzed through validity, reliability, classical assumptions (normality, multicollinearity, heteroscedasticity), and multiple linear regression with the help of SPSS 23. Individual factors (competence, motivation, personality, physical/mental condition) have a positive and significant effect on employee performance (regression coefficient = 0.658; significance 0.000). Organizational factors (leadership, organizational culture, work environment, reward system) also had a significant effect with a coefficient of 0.234 (significance 0.000). Simultaneously, both factors explained 64.6% of the variation in performance ( $R^2 = 0.646$ ), while the rest were influenced by external factors. The research instrument was declared valid (item-total correlation  $> 0.30$ ) and reliable (Cronbach's Alpha  $> 0.70$ ). The classical assumption test met the requirements of normality, no multicollinearity ( $VIF < 10$ ), and homocedasticity. The practical implications of this study emphasize the importance of developing individual competencies as well as improving organizational systems to improve employee performance

**Keyword:** Individual Factors, Organizational Factors and Employee Performance

#### ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh faktor individu ( $X_1$ ) dan faktor organisasi ( $X_2$ ) terhadap kinerja pegawai ( $Y$ ) di Dinas Perhubungan Kabupaten Banggai Kepulauan. Metode penelitian menggunakan pendekatan kuantitatif dengan penyebaran kuesioner kepada 88 pegawai sebagai responden. Data dianalisis melalui uji validitas, reliabilitas, asumsi klasik (normalitas, multikolinearitas, heteroskedastisitas), dan regresi linear berganda dengan bantuan SPSS 23. Faktor Individu (kompetensi, motivasi, kepribadian, kondisi fisik/mental) berpengaruh positif dan signifikan terhadap kinerja pegawai (koefisien regresi = 0,658; signifikansi 0,000). Faktor Organisasi (kepemimpinan, budaya organisasi, lingkungan kerja, sistem penghargaan) juga berpengaruh signifikan dengan koefisien 0,234 (signifikansi 0,000). Secara simultan, kedua faktor menjelaskan 64,6% variasi kinerja ( $R^2 = 0,646$ ), sementara sisanya dipengaruhi faktor eksternal. Instrumen penelitian dinyatakan valid (korelasi item-total  $> 0,30$ ) dan reliabel (Cronbach's Alpha  $> 0,70$ ). Uji asumsi klasik memenuhi syarat normalitas, tidak ada multikolinearitas ( $VIF < 10$ ), dan homoskedastisitas. Implikasi praktis penelitian ini menekankan pentingnya pengembangan kompetensi individu serta perbaikan sistem organisasi untuk meningkatkan kinerja pegawai

**Kata Kunci:** Faktor Individu, Faktor Organisasi dan Kinerja Pegawai

## INTRODUCTION

The quality of human resources is the value of a person's behavior in taking responsibility for all his actions both in personal life and in the life of society and the nation, while the opinion of the quality of human resources is to be able to create not only comparative value, but also competitive, *generative*, innovative value by using the highest energy, such as *intelligence*, *creativity*, and *imagination*, no longer solely using raw energy such as raw materials, water, muscle energy, and so on. Public service is a form of service activity carried out by government agencies both at the center, in the regions, (BUMN) and (BUMD) in the form of goods and services in order to meet the needs (satisfaction) of the community in accordance with applicable laws and regulations. Along with the enactment of regional autonomy, the level of service at the local level will be very much felt by the community in improving the quality of public services. This means that the human resources of the apparatus are part of the overall elements of the public service system which is so broad and complex, because the task of the human resources function of the apparatus is so important and strategic.

The Banggai Islands Regency Transportation Office can realize effective, transparent, accountable and results-oriented government management. performance determination which is a benchmark for organizational success and is the basis for assessment in evaluating accountability on performance that is beneficial to the region in Banggai Islands Regency. as an institution that has a commitment to improve performance in development and development, especially in the field of transportation.

Therefore, to support the development of a rapid movement towards a more prosperous and more advanced Banggai Islands Regency. The Transportation Office has the task of carrying out government affairs in the field of per-relationship which is the authority of the region to carry out tasks in the formulation of policies in the field of traffic management and engineering, traffic infrastructure and vehicle engineering and policy implementation in the field of traffic management and engineering, traffic infrastructure and vehicle engineering, evaluation and reporting in the field of traffic management and engineering, traffic infrastructure and vehicle engineering.

Implementation of official administration in the field of traffic management and engineering, traffic infrastructure and vehicle engineering, preparation of materials for the formulation of work plan policies, management of financial administration, assets, personnel and general, preparation of materials for coordinating the formulation of work plans, financial management, personnel and general, preparation of operational technical coaching materials for financial administration services, assets and personnel, carrying out the preparation of treasury technical tasks, as well as verification and administration of financial management, data collection, identification, analysis, processing and presentation of information.

Carry out administrative management and prepare work programs for the sea transportation traffic section, collect laws and regulations and prepare guidelines, technical instructions for the implementation of sea transportation traffic activities, prepare policy formulation materials in the field of sea transportation traffic and shipping safety, carry out the preparation of

coordination materials in the field of traffic, sea transportation and shipping safety. Realizing accessibility and connectivity of transportation services, developing public transportation systems in remote areas and archipelagos, improving road transportation safety, improving the quality of apparatus performance in accordance with applicable regulations. Providing reliable transportation facilities and infrastructure to improve the performance of effective and efficient apparatus based on applicable laws and regulations.

## LITERATURE REVIEW

Human resource management is one of the fields of general management, including planning, organizing, implementation and, control. In addition, human resource management is an activity that regulates how to procure labor, carry out development, compensate, maintain, and separate labor through management processes in order to achieve organizational or company goals (Dessler, 2020). Human resource management is part of macro management that regulates people or employees in an organization to achieve a goal in the organization. by implementing human resource management, it will provide great benefits to organizations, teams, and individuals in carrying out their duties Dewi & Harjojo, (2019).

The human resource development strategy according to Jons in Sarwono, (2019:51) includes several activities that can be carried out: 1) Training aims to develop individuals in the form of increased skills, knowledge and attitudes. 2) Human resource development education through education aims to improve work skills. This means that development is formal and career-related. 3) Coaching aims to organize and nurture humans as an organizational sub-system through planning and assessment programs, such as *man power planning, performance*

*appraisal, job analytics, job classification,* and others. 4) This recruitment aims to obtain human resources according to the classification of organizational needs and as one of the organization's tools in renewal and development. 5) System changes have the goal of adjusting organizational systems and procedures in response to anticipating threats and opportunities of external factors.

Wibowo (2017: 7) Performance is about what is done and how to do it" So, it can be said that performance is a display of one's work on how to do work in the process of achieving cool goals. From the appearance or how a person does work, it can be measured quantitatively. Performance is a reflection of what is done and can then be expressed through the behavior that a person raises. According to Rita Susanti (2015:52) Effectiveness and efficiency when a certain goal can finally be achieved, we can say that the activity is effective but if the results that are not sought, the activity assesses the importance of the results achieved so that it results in satisfaction, even though it is effective, it is called inefficient. On the other hand, if the desired outcome is not important or trivial, then the activity is efficient.

## METHOD

The analysis used in this study is a *multiple regression analysis* model. Regression analysis is used to find out how much influence independent variables have on dependent variables. *SPSS for windows version 23.0* will be used in managing the data of this research. The linear regression calculation also aims to see the tendency of the relationship between the free variable and the bound variable. In this study, the dependent variable is employee performance while the independent variable is the individual factor and the organizational factor, if included in the multiple linear

regression, the following equation will be obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Employee performance  
X1 = Individual Factors  
X2 = Organizational factors  
 $\alpha$  = Constant (Intercept)  
 $\beta_1$  = Individual regression coefficient  
 $\beta_2$  = Organizational regression coefficient  
e = error

The researcher used the help of the *SPSS 23 program*. With the guidelines for decision-making from the theory of Santoso (2001). After the model is free from the classical assumption test, followed by Statistical Testing (*Goodness of Fit*) *Statistical justification* is a test of giving *goodness of fit model*. Which concerns the accuracy of the sample regression function in estimating its actual value by looking at its *Goodness of Fit*. Statistically, at least this can be measured from the value of the determination coefficient (R<sup>2</sup>) of the statistical value of F and the statistical value of t (Ghozali, 2018).

## RESULT

Multiple Linear Regression is one of the Parametric statistical tools with the function of analyzing and explaining the relationship between two or more research factors with different names, through observation on several observation results in various fields of activity. In this study, the Multiple Linear Regression Parametric Statistics analysis tool is used to determine the influence of independent variables (X<sub>1</sub>, and X<sub>2</sub>,) on dependent variables (Y). In the context of this study, Multiple Linear Regression was used to measure the influence of individual factors (X<sub>1</sub>), and organizational factors (X<sub>2</sub>), on employee performance (Y) in Department of Transportation Banggai Islands Regency.

According to the results of the Multiple Linear Regression analysis using the help of the SPSS For Wind Release 23.0 computer, the results of the research from 88 respondents were obtained with the alleged influence of the two independent variables, individual factors (X<sub>1</sub>), and organizational factors (X<sub>2</sub>) on employee performance (Y) on employee performance. Department of Transportation Banggai Islands Regency can be known as the following calculation results:

**Table 1.** Multiple Regression Calculation Results

<b>Dependent Variable Y = Employee Performance</b>				
Variable	Coefficient Regression	Standard Error	t	Sig
C = Constant	0,281	1,678	0,167	0,868
X1 = Individual Factors	0,658	0,110	5,971	0,000
X2 = Organizational Factor	0,234	0,058	4,026	0,000
R- = 0.804 R-Square = 0.646 F-Stats = 77.446 Adjusted R-Square = 0.637 Sig. F = 0.000				

Source: Regression Results

The regression model obtained from the table above is:

$$Y = 0.281 + 0.658X_1 + 0.234X_2$$

From table 1 above, it is explained below: 1) The constant value (C) of 0.281 indicates that if individual factors and organizational factors are considered zero, then the employee performance value is estimated to be 0.281. 2) The regression coefficient for the Individual Factor variable ( $X_1$ ) of 0.658 with a significance value of 0.000 shows a positive and significant influence on employee performance, because the sig value < 0.05. This means that the higher the individual factor, the employee performance will also increase. 3) The regression coefficient of the Organizational Factor Variable ( $X_2$ ) is 0.234 with a significance value of 0.000, which shows that organizational factors also have a positive and significant effect on employee performance.

### First Hypothesis Testing

Simultaneous test is a test to find out whether the independent variable (X) that is studied has an influence on the dependent variable (Y) means all independent variables, namely individual factors ( $X_1$ ), and organizational factors ( $X_2$ ), with the variable of non-free employee performance (Y) in Department of Transportation Banggai Islands Regency is:

An R value of 0.804 indicates a strong relationship between the free variable and the bound variable. Meanwhile, the R-Square of 0.646 means that 64.6% of variations in employee performance can be explained by individual factors and organizational factors. The remaining 35.4% is explained by other factors outside of this model. The Adjusted R-Square value of 0.637 shows almost the same results and strengthens the model's consistency. In addition, the results of the F test showed an

F-calculation value of 77.446 with a significance value of 0.000, which is smaller than 0.05, so that this regression model is simultaneously significant, meaning that the two independent variables together have a significant effect on employee performance.

### Second and Third Hypothesis Testing

The partial test is intended to see the effect of each independent variable on its non-free variable, as follows:

#### Individual Factors ( $X_1$ )

Based on the results of the regression calculation, the Individual Factor variable ( $X_1$ ) has a regression coefficient of 0.658, which shows that every one unit increase in individual factors will increase employee performance by 0.658 units. A t-value of 5.971 with a significance level of p of 0.000 indicates that the influence is significant, because the pvalue is less than 0.05 at a 95% confidence level. This means that individual factors actually contribute to employee performance.

Support for these results is also seen from the results of the questionnaire which included several important statements related to individual factors. Respondents agreed that the skills and competencies of employees are highly dependent on their skills and knowledge, which are the main capital in working effectively. In addition, internal and external motivation has been proven to encourage employee morale, increase commitment to the tasks given. A person's personality is also thought to influence how they work and interact with others, which is very important in a collaborative work environment. Finally, good physical and mental condition is seen as an important condition to support productivity. Overall, all four indicators contribute strongly to performance improvements, as evidenced by significant regression results.

### **Organizational Factors (X2)**

For the organizational factor variable (X2), the calculation results showed that the value of the regression coefficient was 0.234. This means that every one unit increase in organizational factors will increase employee performance by 0.234 units. In addition, the value of  $t$  is 4.026 with a significance level of  $p$  of 0.000. Because the sig  $t$  value (0.000) is less than 0.05 at the 95% confidence level, it can be concluded that organizational factors have a significant influence on employee performance. Thus, organizational factors have been proven to play a role in improving employee performance, and this influence is statistically acceptable based on the significance test carried out.

## **DISCUSSION**

Based on the results of the hypothesis testing that has been carried out, then a discussion will be carried out on the results of the analysis on the influence of individual factors and organizational factors on employee performance at the Banggai Islands Regency Transportation Office.

### **The Influence of Individual Factors and Organizational Factors on Employee Performance**

The results of multiple regression calculations show that individual factors (X1) and organizational factors (X2) simultaneously have a significant effect on employee performance (Y). This is evidenced by the value of the determination coefficient ( $R^2$ ) of 0.646, which means that 64.6% of the variation in employee performance can be explained by the two independent variables, while the remaining 35.4% is influenced by other factors outside the model (Ghozali, 2018). The  $F$ -value of 77.446 with a significance value of 0.000

indicates that the regression model used is feasible and statistically significant.

Partially, the individual factor (X1) had a very significant influence on employee performance, with a regression coefficient of 0.658 and a significant  $t$ -value of 5.971 at the level of 5% ( $p = 0.000$ ). This shows that the higher the individual's qualities such as skills, knowledge, motivation, personality, as well as physical and mental conditions, the higher the performance shown by employees (Robbins & Judge, 2019). Individually competent employees are better able to adjust to the workload and complete tasks effectively.

In the questionnaire used, individual factor indicators include expertise, internal and external motivation, personality, and physical and mental condition. Respondents generally agreed and strongly agreed with the statement, which supports the finding that this personal aspect is a key driver in increasing productivity and work effectiveness. This is in accordance with the theory of human capital which states that individuals with high competence will make a greater contribution to the organization (Becker, 1993). Meanwhile, the organizational factor (X2) also had a significant effect on employee performance with a regression coefficient of 0.234 and a calculated  $t$ -value of 4.026, as well as a significance value of 0.000. Although the influence is not as large as individual factors, this variable remains an important element in forming a conducive work environment. Organizational factors in this study were measured through leadership style, organizational values and norms, reward system, work environment conditions, workload, freedom in decision-making, development opportunities, internal communication, use of technology, and task organization.

An organization that is able to provide a supportive work environment will create employee comfort, job satisfaction, and loyalty. A fair reward system and effective leadership also motivate employees to work more optimally (Siagian, 2014). Thus, the influence of organizational factors on performance cannot be ignored because it can be the main supporter in directing individual potential.

Theoretically, these findings support a systemic approach in performance management, where performance is influenced by a combination of individual capacity and organizational environmental support (Armstrong & Taylor, 2020). Good individuals will not be optimal if the organization is not supportive, and vice versa. Therefore, the synergy between these two factors is very important to achieve maximum work results.

With significant contributions from both variables, organizations should prioritize the development of individual competencies through training and empowerment, as well as create a healthy organizational climate through open leadership, good communication, and a fair reward system. Investment in these two aspects has proven to be directly proportional to improved performance.

These findings have practical implications for policy-making at the organizational level, especially in developing human resource development programs. Training that touches on individual competency aspects as well as organizational and managerial structure reforms need to be carried out to ensure that all components support the achievement of organizational targets. Thus, it can be concluded that both individual and organizational factors are important determinants in influencing employee performance. The success of an organization

in improving the performance of its employees depends heavily on the extent to which these two factors are managed and developed on an ongoing basis.

### **The Influence of Individual Factors on Employee Performance**

Individual factors are one of the important elements in determining employee performance in an organization. Based on the results of multiple regression calculations, the individual factor variable (X1) showed a regression coefficient of 0.658 with a significance value of 0.000. This indicates that individual factors have a positive and significant influence on employee performance. This means that the higher the quality of individual factors owned by employees, the higher the level of performance produced (Gibson et al., 2012).

In this study, individual factors consisted of several indicators, namely expertise and competence, internal and external motivation, personality, and physical and mental condition. Expertise and competence refer to the skills and knowledge possessed by employees in carrying out their duties. Employees who have high competence tend to be more efficient and effective at work, thus contributing greatly to quality performance (Robbins & Judge, 2017). Motivation, both internal and external, also plays a crucial role. Employees who are intrinsically motivated will have the drive from within themselves to deliver the best results. Meanwhile, extrinsic motivations, such as rewards or recognition, are also an additional driver that strengthens an employee's dedication to his or her work (McClelland, 1987).

Personality is a psychological aspect that affects the way a person interacts and works with colleagues and superiors. Employees who have positive personalities,

such as being open to new experiences and having a high level of responsibility, usually show better performance (Costa & McCrae, 1992). Healthy social interaction also creates a conducive work atmosphere, which also supports employee productivity. In addition, physical and mental conditions are no less important. Employees who have good physical and psychological health will be better able to cope with work pressure, maintain concentration, and complete tasks more optimally. Excellent physical health also contributes to consistent work continuity without many distractions (Greenberg & Baron, 2008).

The regression results showed that the t-value was 5.971 and the significance was 0.000, indicating that the influence of individual factors on employee performance was very strong and significant at the 95% confidence level. This means that there is sufficient statistical evidence to state that an increase in individual factors will significantly improve employee performance in the organization. The contribution of individual factors to employee performance can also be explained through organizational behavior theory. According to this theory, performance is influenced by three main factors: ability, motivation, and opportunity. In this case, individual factors include two of the three elements, namely ability and motivation, which are important foundations in shaping employee work behavior (Ivancevich et al., 2005).

The R-Square of the regression result of 0.646 shows that 64.6% of the variation in employee performance can be explained by independent variables in the model, namely individual factors and organizational factors. However, the contribution of individual factors specifically appears to be dominant with a higher coefficient than organizational factors. This indicates that

individual aspects are more decisive in shaping employee work performance.

These findings reinforce the results of previous research that stated that individual factors strongly determine performance, particularly in the public and government sectors. Research by Supriyadi (2019) shows that individual work competence and motivation have a significant influence on the productivity and quality of public services. The practical implication of these findings is that organizations need to focus more on developing individual potential through training, competency development, and providing the right motivation. Human resource development (HR) programs should be designed to improve individual aspects that are empirically proven to be able to improve performance. Not only that, organizations also need to pay attention to the welfare and occupational health aspects of employees. A balance between the workload and individual abilities must be maintained so that employees do not experience excessive work stress, which can negatively impact their overall performance.

It is also important for management to conduct periodic performance evaluations taking into account individual indicators. Thus, organizations can identify individual strengths and weaknesses more objectively and develop development strategies that are more targeted (Dessler, 2020).

From the academic side, these findings contribute to the development of work performance theory by emphasizing the importance of individual psychological and competency aspects as the main determinants. This is in line with the human capital theory approach which assesses that human beings as organizational assets have strategic values that need to be empowered optimally. In the context of globalization and dynamic work challenges, improving



the quality of individuals is a must. Organizations that neglect individual development are at risk of performance stagnation because employees are unable to adapt to increasingly complex changes and demands (Noe et al., 2010). On the other hand, organizations that invest in improving the quality of individual factors will have a higher competitiveness because they are able to produce superior employee performance. This is critical in building an organization that is agile and resilient to change.

It is also important to note that the influence of individual factors is not static. Therefore, organizations need to conduct continuous monitoring and assessment of employees' abilities and motivations to ensure they remain on the optimal performance path. In conclusion, the results of this study consistently show that individual factors have a significant and positive influence on employee performance. Therefore, organizations should prioritize individual development strategies to improve work efficiency and productivity.

### **The Influence of Organizational Factors on Employee Performance**

Based on the results of multiple regression calculations, it is known that organizational factors have a significant influence on employee performance. This is shown by a significance value of 0.000, which is well below the threshold of 0.05, so it can be concluded that statistically, organizational factors make a real contribution to the variation in employee performance. The regression coefficient of 0.234 indicates that every one unit increase in organizational factors will increase employee performance by 0.234 units, assuming the other variables are fixed. This means that improvements in aspects of the

organization such as work structure, leadership, organizational culture, and reward systems can directly improve employee performance.

The t-count value of 4.026 possessed by organizational factors shows that the influence of this variable on employee performance is not only significant, but also statistically strong. The standard error for this variable is 0.058, which is relatively small and indicates the stability of the estimated regression coefficient. The influence of organizational factors, although not as large as individual factors (which has a coefficient of 0.658), still makes a positive contribution and cannot be ignored. In this context, organizations not only act as an administrative forum, but also as an ecosystem that facilitates and encourages the creation of optimal performance from its employees.

Organizational factors include various important dimensions such as effective leadership, an efficient work system, a conducive work atmosphere, and good internal communication. Leadership, for example, plays a big role in motivating employees to work in accordance with the organization's vision. Leaders who are able to guide and support their employees emotionally and professionally will encourage the emergence of high morale. In addition, a collaborative work culture also creates a sense of ownership in employees towards their work and organization. A supportive environment will make employees feel valued and recognized, which ultimately triggers improved performance. In addition, a fair and transparent reward system also plays an important role in boosting employee morale. When employees feel that their efforts and achievements are recognized, they will be encouraged to increase their productivity. Likewise, open internal communication,

which facilitates coordination between parts and avoids misunderstandings in the execution of tasks. In such conditions, employees can work more focused and efficient, because the entire work process runs smoothly and directed.

The results of this regression reinforce the finding that organizational factors must be the main concern in human resource management. Based on the R-Square value of 0.646, it is known that 64.6% of the variation in employee performance can be explained by a combination of individual factors and organizational factors. Meanwhile, the Adjusted R-Square value of 0.637 shows that this model is quite good at explaining the relationships between variables. A very high F-statistic (77.446) with a significance value of 0.000 also indicates that this regression model as a whole is feasible to explain the relationship between independent variables and employee performance as a bound variable.

These findings also have important implications for decision-makers in organizations. Investment in the development of organizational systems and structures is indispensable to create a work environment that supports the growth of employee performance. Organizations cannot rely solely on individual qualities, because individual potential will not develop optimally if it is not supported by an adequate system. In fact, organizations that have high-quality employees can experience performance stagnation if the organization's management is weak, unstructured, or uncommunicative. On the other hand, an organization that has a good system will be able to improve performance even with imperfect human resources. This suggests that the organization has a function as a catalyst that strengthens or weakens the potential of the individual that exists.

Therefore, improvements to organizational aspects are an important strategy in encouraging work effectiveness. Measures such as work climate evaluation, leadership training, the development of an objective performance appraisal system, and strengthening a positive work culture need to be integrated into management policies.

Previous studies have also supported these results. Robbins and Judge (2019) emphasized that employee performance is greatly influenced by organizational conditions, including formal structures, reward systems, and work culture. Luthans (2011) also explained that employee work motivation and productivity are closely related to their perception of organizational support. Thus, organizations have a great responsibility in building an environment that can foster loyalty, job satisfaction, and a spirit for achievement. Organizational factors have been proven to have a positive and significant influence on employee performance. Although its contribution is quantitatively smaller than that of individual factors, its existence is still crucial in determining the success of the organization as a whole. Without systemic support and a good work structure, employees will struggle to achieve their best performance. Therefore, every organization must make strengthening the internal work system a top priority in the strategy to improve employee performance.

## CONCLUSION

Based on the results of research and discussion conducted at the Banggai Islands Regency Transportation Office, it can be concluded as follows: 1) Individual Factors ( $X_1$ ) have a positive and significant influence on employee performance ( $Y$ ). The regression coefficient of 0.658 shows that improving the competence, motivation, personality, and physical and mental

condition of employees will significantly improve performance. 2) Organizational Factor ( $X_2$ ) also had a positive and significant effect on employee performance, albeit with a lower coefficient (0.234). Aspects such as leadership, organizational culture, work environment, and reward system play an important role in creating a work ecosystem that supports productivity. 3) Simultaneously explain 64.6% of the variation in employee performance ( $R^2 = 0.646$ ), while the rest are influenced by other factors outside the model. Validity and Reliability: The research instrument was declared valid (item-total correlation  $> 0.30$ ) and reliable (Cronbach's Alpha  $> 0.70$ ), so the results of the analysis were reliable. Classical Assumption Test: The regression model meets the requirements of normality, no multicollinearity ( $VIF < 10$ ), and homoskedasticity, making it feasible to use.

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