

# ANALYSIS OF FACTORS THAT INFLUENCE EMPLOYEE PERFORMANCE

## (Study on Permanent Employees in Operational Section of PT WIMCycle Indonesia - Surabaya)

**Arik Prasetya**

*Lecturer of Business Administration Department Universitas Brawijaya*

Email : [arik\\_p\\_fia@ub.ac.id](mailto:arik_p_fia@ub.ac.id)

### ABSTRAK

Tujuan dari penelitian ini adalah untuk menguji faktor-faktor yang mempengaruhi kinerja karyawan pada PT. WimCycle Surabaya. Faktor-faktor tersebut dikelompokkan menjadi 2 (dua) yaitu dimensi individu (kemampuan, pengalaman kerja, motivasi kerja) dan dimensi organisasi (kepemimpinan, komunikasi, iklim organisasi), sedangkan untuk variabel kinerja karyawan adalah hasil kerja yang ditunjukkan oleh karyawan pada kurun waktu tertentu berdasarkan standar kinerja yang ditetapkan. Sampel penelitian ini terdiri dari 90 pegawai yang terbagi kedalam beberapa divisi. Kuesioner disusun oleh peneliti dengan menggunakan 5 poin skala likert. Teknik analisis data dengan menggunakan statistik deskriptif dan regresi linier berganda. Model regresi linier berganda dengan keenam variabel bebas bisa menjelaskan 54.5% terhadap variasi variabel kinerja pegawai. Secara parsial dapat diketahui bahwa dari keenam variabel bebas dalam penelitian ini, faktor kemampuan pegawai mempunyai pengaruh yang paling kuat terhadap kinerja pegawai.

**Kata kunci :** *kinerja, kemampuan, motivasi, kepemimpinan*

### ABSTRACT

*The purpose of this study was to describe and examine the factors that affect the performance of employees at PT. Wimcycle Indonesia Surabaya. These factors are grouped into 2 (two): the individual dimensions (abilities, work experience, motivation) and the organizational dimensions (leadership, communication, organizational climate), while for the variable employee performance is the result of work shown by employees at a certain time based on performance standards set. The research sample consisted of 90 employees that divided into several divisions. The questionnaire was developed by researchers using 5-point Likert scale. Data analysis techniques using descriptive statistics and multiple linear regression. Multiple linear regression model with six independent variables could explain 54.5% of the variation of the variable employee performance. Partially it can be seen that out of the six independent variables in this study, the capability of employees to have the most influence on employee performance.*

**Keywords:** *performance, ability, motivation, leadership*

## A. INTRODUCTION

The human resource is the most important factor in all forms of organization. The importance of human resource to the organization resides in the human ability to react positively to the job target or activities that lead to the achievement of the organization goals. The human resource is a determinant factor for the achievement of organizational goals effectively and efficiently (Dessler, 1997).

According to Mathis and Jackson (2001), the success or failure of an organization in achieving the goal will be largely determined by the success of individuals in carrying out the task that they were adopting, because people are the implementers of activities in order to achieve the objectives of the organization. One of the company goals is to increase employee performance that will lead to improvement of company performance. The high performance will increase company productivity, reduce employee turnover rate, as well as confirming the company management style. Conversely, the low employee performance can reduce the quality and productivity of work, increase employee turnover, and decline the corporate earnings.

The employee performance can be affected by many factors. A number of studies have conducted by previous researchers regarding the factors that affect job performance (Saetang et.al, 2010; Razek, 2011; Azril et.al, 2010). In the Gibson theory cited by Illyas (1999), there are three groups of variable that influence work behavior and performance, namely: individual variables, organizational variables and psychological variables. Individual variables are grouped in the sub-variable abilities and skills, backgrounds and demographics. Organizational variables have indirect effect on behavior and individual performance. Organizational variables are classified in the sub-variable resources, leadership, compensation, structure, and job design. Psychological variables consist of sub-variables of perception, attitude, personality, learning, and motivation. These variables are heavily influenced by the family, the level of previous work experience and social demographic variables.

The purposes of this study were (1) to describe and analyze employee perceptions related to the factors that affect employee performance. (2) to examine factors that actually affect employee performance. This research was conducted at PT. WymCycle Indonesia Surabaya, East Java Province. Researcher divided these factors into two dimensions: individual dimensions (ability, work experience, work motivation) and organizational dimensions (leadership, communication, organizational climate).

## B. THEORETICAL BACKGROUND

### 1. Employee Performance

Performance is defined as the degree of success in carrying out their duties and ability to achieve intended purpose (Gibson et.al, 1985). Jewell & Siegall (1990) stated that the performance is the result of the extent to which members of the organization have done the job in order to satisfy his organization. Employee performance is the extent to which a person carrying out the responsibilities and work tasks (Singh et al., 1996). Gomes (1995) stated that job performance is a record of the results or outcomes produced from a particular job function or certain activities in a certain time period. While, Colquitt et.al (2011) noted that job performance is “the set of employee behaviors that contribute to organizational goal accomplishment”.

Performance must be measurable. Gomes (1995) defined the measurement of performance is a way to measure the level of individual contributions to the organization. Employee's performance is generally positioned as the dependent variable in empirical research because they are viewed as the result or impact of organizational behavior or practices of human resources not as a cause or determinant. Further, Gomes (1995) explained that there are two criteria for measuring employee performance, namely (1) result-based performance evaluation, and (2) behavior-based performance evaluation.

Blumberg & Pringle (in Jewell & Siegall, 1990) stated, there are several factors that determine a person performance, namely the opportunity, capacity, and willingness to do the achievement. The opportunity covers tools, materials, supplies, working conditions, coworkers' action, behavior of leader, mentorisme, policies, regulations, organization procedures, information, time, and salary. The

capacity consists of age, health, skill, intelligence, motor skills, educational level, endurance, stamina, and energy level. The willingness consists of motivation, job satisfaction, work status, anxiety, legitimacy, participation, attitudes, perceptions of job characteristics, job involvement, ego involvement, self-image, personality, norms, values, perceptions of role expectations, and sense of justice.

Colquitt et.al (2011) argued that the goals of the organization (both employees and managers) are job performance and organizational commitment. In order to achieve two of organization main goals are influenced by the individual mechanism (including job satisfaction, stress, motivation, trust, justice, and ethics, as well as learning and decision-making). Individual mechanisms are influenced by several factors including individual characteristics (ability, personality and cultural values), group mechanisms (leadership and teams) and organizational mechanisms (organizational culture and organizational structure).

## 2. Ability

The ability refers to an individual's capacity to perform the various tasks in the job. It is a current assessment of what one can do. An individual's overall abilities are essentially made up of two sets of skills, intellectual and physical (Robbins, 1996). Milkovich and Boudreau (1991) argued abilities are capabilities to engage in some behaviour. Abilities derive from knowledge (awareness of information, techniques or facts), skills (proficiency at basic task necessary for achieving more complex behaviours) and aptitudes (potential abilities that have not yet been fully developed or applied).

Related to the concept of ability, employee skills, Hersey and Blanchard (1988) argued there are three types of basic skills that must be owned, either as manager or as staff, among others:

- a. Technical skills include the ability to use knowledge, methods, technical and equipment needed to perform certain jobs gained from the experience, education and training.
- b. Social skills, including ability to work with through the motivation of others that includes an understanding of the

motivation and application of effective leadership.

- c. Conceptual skills, an ability to understand the complexity of the organization. The ability that allows a person to act in accordance and in line with overall organizational goals rather than simply on the basis of the purpose and integrity of the group itself.

Schmidt and Hunter (1998) in Kreitner and Kinicki (2007) suggest seven major mental abilities a person are the verbal comprehension, word fluency, numerical, spatial, memory, perceptual speed, and inductive reasoning. Of these seven mental abilities, verbal ability, numerical ability, spatial ability, and inductive reasoning can be used as predictors of job performance of job applicants in a selection process of human resources in the organization.

## 3. Work Experience

Work experience is the time spent by a person to acquire knowledge, skills and attitudes in accordance with the tasks assigned to him (Supono, 1996). Another opinion states that work experience is the length of a person carrying out the frequency and types of duty according to his ability (Syukur, 2001). Based on the above opinion can be concluded that work experience is time spent by a person to acquire knowledge, skills and attitudes in accordance with the frequency and type of task.

A company will tend to choose an experienced worker than the inexperienced. It is because they are more experienced in performing job responsibilities at the same time provided the company can be done in accordance with the provisions of or demands for the company. Thus, the work experience has benefits for neither the company nor the employee. Soekarno (1997) argued that the benefits of work experience are:

- a. Trust. Get the belief that better than anyone else in the execution of their duties
- b. Authority. The authority will be increased so it can influence others to work in accordance with her wishes.
- c. Execution of work. Implementation of work goes smoothly because the person already has some knowledge, skills and attitudes.
- d. Earn revenue. With the better work experience, then people will earn more income.

#### **4. Work Motivation**

Motivation is defined as a set of energetic forces that originate both within and outside an employee, initiate work-related effort, and determine its direction, intensity, and persistence (Latham & Pinder, 2005). Mitchell (1982) stated that motivation represent “those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed”. Gibson et al (1985) defines motivation as a concept used to describe the impulses that arise in an individual which then mobilize and redirect its behavior.

For an employee who works in an organization, the motivation to achieve organizational goals will make him eager to perform his job. If employees have high working spirit, so performance will increase. In addition, employees will be formed also a commitment to achieve the established performance to succeed. Based on the above description, it can be seen that employee motivation has a significant relationship to performance (Stonner et.al, 1996). Colquitt et.al (2011) stated that motivation has a strong positive influence on job performance. People who have higher levels of motivation tend to have higher task performance as well. So motivation is very important for a company as it pertains to the willingness of employees to work and work motivation is one of the variables that affect labor productivity.

#### **5. Leadership**

Stogdill (in Stonner et.al, 1996) stated that leadership is a process of directing and influencing activities associated with the work of group members. According to Ermaya (1999), leadership is the ability of a leader to control, lead, influence thoughts, feelings or behavior of others to achieve goals that had been predetermined.

Greenberg and Baron (2003) stated that leadership as the process which is one individual influences others toward the attainment of organizational goals. Hill and Carroll (1997) argued that the leadership can be defined as ability to encourage a number of people (two or more people) to cooperate in carrying out activities which focus on common goals. The organizational structure is a framework or structure of the unit or units of work or functions that are translated from the task or the main activities of an organization,

in order to achieve its goals. Every unit have their respective positions, so there are different levels or unit level and there is also who same level or degree from each other.

DuBrin (2005) argued that the leadership is the effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and create positive change, an important dynamic force that motivates and coordinates the organization in order achieve the goal, ability to create confidence and support among subordinates for organizational goals can be achieved. Meanwhile, Lok and Crawford (2001) view leadership as a process of influencing the activities of an organization in an effort to set and achieve goals.

Based on several scholar opinions above, it can be seen that the leadership used to achieve predetermined objectives through the activities of controlling, directing, influencing our thoughts, feelings or behavior. If linked to the performance, when leaders set goals to be achieved is to increase the performance, then the leader will use his leadership style to control, lead, influence thoughts, feelings or behavior leads to his subordinates for performance improvement. As a result, through the leadership of the organization will successfully achieve the expected level of performance.

#### **6. Communication**

Communication is a basic need of every human being. Through communication a person convey his ideas to others, and through communication a person respond to the idea presented to him. The same thing is applies in the workplace, where an employee is always inseparable from the need to communicate with other employees, with the boss, or even with his subordinates. Communication is defined as “the exchange of information between a sender and a receiver, and the inference (perception) of meaning between the individual involved (Bowditch and Buono, 1997).

The efforts to achieve the desired performance level, a leader will make communication about work goals to be achieved. When employees have difficulty and need guidance from superiors, employees also make communications with his superiors. All communication in the implementation of this

work is intended for established performance goals can be achieved well. Fred T. Allen (in Pace & Faules, 2005) stated that employees who have better information would become good employees too.

## 7. Organizational Climate

Glick (1985) proposed the "organizational climate was originally used to refer to social, organization, and situational influences on behavior". Davis and Newstrom (1985) define the organizational climate as the human environment in which the organization's employees do their jobs. Houser & Wisler (in Steers, 1980) provides the definition of organizational climate as a working atmosphere created by the interpersonal relationships within the organization. Chandan (2005) stated, "organizational climate reflects a person perception of the organization to which he belongs. It is a set of characteristics and or factors that are perceived by the employees about their organizations that serve as a major force in influencing their behavior. These factors may include job description, organizational structural format, performance and evaluation standards, leadership style, challenges and innovation, organizational values and culture, and so on".

Based on the opinion of several experts presented above, it can be concluded that organizational climate is a way in which organization members perceive their internal working environment which can be viewed or analyzed through various characteristics or dimensions that influence their behavior at work. Organizational climate is a condition in the workplace, both physical and non physical that support the implementation of tasks in organizations with completeness indicator working facilities, comfortable work space, the clarity of tasks, a good relationship with superiors and colleagues, as well as reward and punishment system is fair.

## C. RESEARCH METHOD

The research was conducted at PT. WymCycle Indonesia Surabaya that is a company engaged in manufacturing, specifically the production of bicycles. The Population in this research is individual that is all permanent employees at Operational Section PT. WimCycle Indonesia with a working period of more than 3 years totaling

947 people. By using the Slovin's formula with 10% margin of error, and the proportional random sampling technique, so the obtained sample in this research were 90 people.

The author determines the independent variables for this study are two dimensions that are the individual dimension (ability, work experience, work motivation) and organizational dimension (leadership, communication, organizational climate). The dependent variable for this study is employee performance.

Necessary data were collected by: (1) Questionnaire which was distributed to all respondents. This questionnaire is intended to obtain primary data. While the rating scale by items are prepared on 5 point-Likert scale. (2) Documentation cordially provided by the company, namely the documentation of employee performance data, organizational structure, grouping employees according to level, job descriptions, company location, etc.

The data were analyzed by using descriptive statistics and inferential statistics. Descriptive statistics are intended to clarify the picture of research variables with a percentage table. Inferential statistics was used to analyze the influence of independent variables on the dependent variable either collectively or individually. Inferential statistics was done by multiple regression analysis.

## D. RESULTS AND DISCUSSION

### 1. Characteristic of respondents at PT.

#### WymCycle Indonesia Surabaya

Based on the tabulation of data from the questionnaire that distributed to all respondents, it can be explained the description of respondents characteristic. The majority of the respondents were male 81 (90%), married 80 (89%), posses senior high school as their highest education 65 (72%), age 36 – 45 years 45 (50%), and have 11- 20 length of work 51 (57%).

### 2. Descriptive Statistics

Descriptive statistical analysis was conducted to understand the frequency distribution of respondents' answers. The result of the questionnaire included independent variables are ability (X1), work experience (X2), work motivation (X3), leadership (X4), communication (X5), organizational climate (X6) and dependent variable is employee performance (Y), it can be explained as follow:

### **2.1. Ability (X1)**

The ability variable consists of 10 questions including perseverance training, utilization of training, the seriousness doing the task during training, the suitability of education with the task performed, the need for creativity in the work, perceptions of ability development to work, problem-solving skills, the ability to deliver new ideas, ability to understand something related to work, employee perceptions of training that followed. Seen from the overall average value obtained of the ability variable is 3.93, so it can be concluded that the ability of employees at PT. WymCycle Indonesia Surabaya is considered to be good.

### **2.2. Work Experience (X2)**

There are 7 questions in work experience variable include opinions about the length of work, the frequency in carrying out similar tasks, the number of types of tasks performed, the application of knowledge and skills in work, the amount of work experience, the benefits of work experience, work experience is associated with employee age. In overall for the variable of work experience gained on average 4.08, so it can be said that most of employees of PT. WymCycle Indonesia Surabaya expressly agrees that the longer people work, variations of different tasks, the implementation of appropriate knowledge and skills that will provide work experience for the employees in performing work better.

### **2.3. Work Motivation (X3)**

Based on the data collected from questionnaires about the variable of work motivation, there were 10 questions such as: intended to collect information on factors that influence the motivation such as the seriousness perform the task well, the nature of work, occupation, likes and dislikes with challenging work, opinions about the compensation system in the company, money as a motivation factor, interest in work, feedback on the work, motivation to work overtime. Overall, the mean value for the variable of work motivation is 3.67, so it can be said that the motivation of employees of PT. WymCycle Indonesia Surabaya is quite high.

### **2.4. Leadership (X4)**

The leadership variable consist of 14 questions with several indicators; that are appreciated by leaders on the opinion and the work of subordinates, setting realistic goals by leaders, leaders motivate employees to advanced and achievement, and leader emphasize the importance of norms and ethics in work. Overall, the mean value for the variable of leadership is 3.63, so it can be said that the leadership style at PT. WymCycle Indonesia Surabaya is good.

### **2.5. Communication (X5)**

There are 7 (seven) questions of communication variable such as opinions on staff that not argue with the leader, delivery of reports about the work verbally to the leader, politeness in speech or expressing an opinion, discussion about the problems encountered, giving feedback on the work to all lines, delivering a clear direction and goals to be achieved by the supervisor, communication among staff. Overall, the mean value obtained for this communication variable was 3.68, so it can be said that the communication among staff, either boss and subordinates, or with co-workers at PT. WymCycle Indonesia Surabaya is good.

### **2.6. Organizational Climate (X6)**

The organizational climate variable consist of 12 questions with several indicators such as opinions on the clarity of regulations in the workplace, adherence on professional standards of work and regulations in the company, decision-making independence, responsibility in carrying out the work, support from colleagues, the punishment to staff that violate the regulations, a mutual commitment to achieving goals, working relationships between boss and subordinates, work environment situations, facilities that supporting the implementation of work, the implementation of the health and safety program at the company. Overall from the organizational climate variable derived the mean value by 3.66, it means that the organizational climate at PT. Wymcycle Indonesia Surabaya, according to some employees is considered good.

## 2.7. Employee Performance (Y)

The data of employee performance was obtained from secondary data of the performance score achieved by employees. Researcher conducted a cross check on the score of performance to a number of employees sampled from the last performance appraisal document of December 2016.

The data of employee performance at PT. WymCycle Indonesia Surabaya can be seen in the table 1 below:

**Table 1. Employee Performance (Y) in PT. WymCycle Indonesia Surabaya**

Score Range of Employee Performance	Number of Employees	Percentage
A = 4.6 – 5	18	20%
B = 3.6 – 4.5	63	70%
C = 2.6 – 3.5	9	10%
D = 1.6 – 2.5	-	-
E = < 1.5	-	-
<b>Total</b>	<b>90</b>	<b>100%</b>

Source: processed secondary data, PT. WymCycle Indonesia Surabaya, on December 2016

Notes:

A = 5 = Very Satisfied / very good

B = 4 = Satisfied / Good

C = 3 = Fair Satisfactory / Good enough

D = 2 = Poor

E = 1 = Very poor / Not satisfied

Table 1 above shows a range of the employee performance scores at PT. WymCycle Indonesia Surabaya, based on table it can be concluded that most of employees (60 people / 70%) has performance that categorized B = 3.6 - 4.5 (Satisfied / Good).

## 3. Inferential Statistics Analysis

Based on the result of multiple regression tests, the result can be presented as in the table 2 below:

**Table 2. The Multiple Regression Result**

Variables	B	Sig t	Result
X1 (Ability)	.276	.003	Accepted (significant)
X2 (Work Experience)	-.221	.035	Accepted (significant)
X3 (Work Motivation)	.213	.004	Accepted (significant)
X4 (Leadership)	.174	.013	Accepted (significant)
X5 (Communication)	-.292	.016	Accepted (significant)
X6 (Organizational Climate)	.207	.014	Accepted (significant)
Constant = 18.252			alpha = 0.05
Multiple R = 0.759			F = 18.794
R Square = 0.576			Sig F = 0.000
Adj. R Square = 0.545			

Source: processed primary data, 2016

Multiple linier regression was employed in order to seek the significant contribution among predictors variable in explaining employee performance. The employee performance designated as the dependent variable (criterion), while the independent variables (predictors) consists of the ability, work experience, motivation, leadership, communication, and organizational climate. Based on table 2 above, it is known a multiple regression equation is  $Y = 18.252 + 0.276 X_1 - 0.221 X_2 + 0.213 X_3 + 0.174 X_4 - 0.292 X_5 + 0.207 X_6$ , whereas Y is the performance of employees. All values of Sig t obtained for each variable was  $< 0.05$ , which means that all variables entered into regression model were accepted and it has an influence on employee performance.

The results of this study indicate that individual dimensions (ability, work experience, work motivation) and organizational dimensions (leadership, communication, and organizational climate) have a significant influence on the employee performance at PT. WymCycle Indonesia Surabaya. The multiple regression result showed that the magnitude of the coefficient of determination (Adj.  $R^2$ ) was 0.545. It means that the six independent variables could collectively explain 54.5% of the employee performance variable. While the remaining 45.5% is explained by the other independent variables are not examined. However, variables of work experience and communication partially have negative correlation with employee performance.

The finding of previous studies on the influence of work experience on performance produce various findings. The results of research conducted by Rodrigues and Rebelo (2009) and Quinones et.al (1995), Sneed et.al. (1987), McDaniel et al. (1988) which stated that there is a relationship between work experience and job performance. On the other hand, Castilla (2005) found no significant relationship between previous experience and performance. Even for studies that examine the relationship between current work experience and performance, empirical results have been mixed, with some studies showing a positive correlation (Borman et al. 1993, Quinones et al. 1995) but some show no relationship or negative relationship (Medoff and Abraham 1980).

However, in this study were found a negative correlation between work experience and employee performance. This is contrast with some studies mentioned earlier. This result indicates possible presence of other components that indirectly affect the relationship between work experience and performance, such as knowledge and skills, habits, routines. That is, the relationship between work experience and performance may not be entirely positive. Even, the results of research conducted by Castilla (2005) found no strong relationship between prior work experience and employee performance, despite the common assumption that prior work experience can improve employee performance. This assumption is based on the idea that the work experience will develop the knowledge and skills, which in turn increases the performance of employees. Dokko et.al (2008), stated that the direct negative relationship between prior work experience and performance caused by the knowledge and skills that are calculated to affect the performance of employees.

Partially, this result is consistent with the results of research conducted by Dokko, et.al (2008) and Weiss & Landau (1985). The result is that work experience mediated by the knowledge and skills have a significant relationship with performance. Directly, previous work experience had a negative correlation with performance, and it significantly affects the performance of employees. These results provide support for the knowledge and skills that when examined together, the direct effect of work experience on performance becomes negative. This might be the reason that in this study that the ability factor in this regard related to the knowledge and skills incorporated into the model which could affect the performance of employees.

Based on several previous studies, the same might happen at PT. WymCycle Indonesia Surabaya, whereas work experience negatively correlated to the performance of employees. However, less work experience will not necessarily lead to low employee performance. This may be due to other more dominant factor in affecting the performance of employees, such as knowledge and skills that associated with work ability and organizational culture. It can also be seen from the descriptive statistics that according to the perception of employees, many employees

believe that work experience is also not associated with age of employees (23.3%), and those who experience it works for longer will not necessarily produce better results.

Regarding communication, there are many of studies result about communication show that communication has a positive correlation with many organizational outputs like organizational commitment, job performance, and job satisfaction (Jain, 1973; Pincus, 1986; Clampitt & Downs, 1993). However, Rodwell (1998) argued that communication variable negatively associated with performance.

Partially, the result showed that there is influence between communication and employee performance, but the communication is negatively related to employee performance. The things that might explain more clearly the negative relationship between communication and the employee's performance is that it can be clarified from the overall quality of communication between employees within the organization. It can be seen from the results of a descriptive analysis, which many employees who disagree (41%) if the employee just indulge in what is conveyed by superiors. The employees did not always (occasionally) informed their work to the boss. In addition, there are some employees (14.4%) who responded that they never gave feedback on their work to the boss and colleagues, 26.7% of people answered rarely. It could be said that the quality of communication is not so good.

Partially, the result is different from the research conducted by Madlock (2008), White et al. (2008), Pincus (1986), Pearce & Segal (1998), Matin et. al (2010), Jain (1973), Goodnight et.al (1974), Hawkins and Penley (1978) and Clampitt & Downs (1993) which stated that communications within the organization was positively correlated with performance. The result of this study supports the research conducted by Rodwell (1998), communication has a negative relationship premises employee performance.

Collectively, the factors of work ability, work experience, motivation, leadership, communication and organizational climate significantly associated with the employee performance of PT. WymCycle Indonesia Surabaya. The six independent variables could explain 54.5% of the employee performance variable. Meanwhile the



remaining 45.5% is explained by other independent variables that are not examined.

From the above it is just possible that the other factor that affects work performance is a physical condition. Someone who has a good physical condition have high endurance, which in turn is reflected in the excitement of working with high productivity levels, and vice versa (Siagian, 1988). Hackman and Oldham (in Davis and Newstrom, 2002) argued that the performance as a result of an act or activity can be approached on the basis of psychological conditions. According to him, the performance (outcomes) of persons or organizations based on psychological critical condition can be divided into five dimensions, namely: 1) variety of skills, 2) task identity, 3) task significance, 4) autonomy, and 5) feedback. Further, the psychological dimensions influence the three aspects: a) improved performance, which is influenced by variation of skills, characteristics of task, sense of duty, autonomy, and feedback, work experience, and knowledge of individual; b) heightened satisfaction: its influenced by acceptance and control of work, work experience, and knowledge of results; and c) reduced absenteeism and turnover: its influenced by feelings of pleasure working in such organization.

## E. CONCLUSIONS AND SUGGESTIONS

The purposes of this study were to describe and examine factors that affect employee performance at PT. WymCycle Indonesia Surabaya. These factors were grouped into 2 (two) groups; individual dimensions (ability, work experience, work motivation) and organizational dimensions (leadership, communication, organizational climate). The variable of employee performance was demonstrated by the work of employees at a certain time based on performance standards set by the company.

The results of this study indicate that work ability, work experience, motivation, leadership, communication and organizational climate were important determinant of employee performance.

(1) Based on the descriptive statistical analysis it can be concluded that the work ability of employees is good (3.93), employee perceptions on work experience is high (4.08), employee motivation is

quite high (3.67), perception of leadership is quite good (3.63), organizational communication is quite good (3.68), and the organizational climate is pretty good (3.66). Most employees (70%) performed well (the performance is categorized B = 3.6 - 4.5 / good).

- (2) Collectively, the factors of work ability, work experience, motivation, leadership, communication and organizational climate significantly associated with the employee performance of PT. WymCycle Indonesia Surabaya. The six independent variables could explain 54.5% of the employee performance variable. While the remaining 45.5% is explained by other independent variables that are not examined.
- (3) The work ability, work motivation, leadership and organizational climate were positively correlated with employee performance, while the work experience and communication factors negatively correlated with employee performance of PT. WymCycle Indonesia Surabaya. The ability factor has the strongest influence on the employee performance at PT. WymCycle Indonesia Surabaya.

Based on the results of research that has been done, suggestions that can be given is PT. Wymcycle Indonesia Surabaya to further improve employee work motivation and build more effective communication within the company.

## F. REFERENCES

- Azril, H.M.S., Jegak, U., Asiah, M., Azman A. Noor, Bahaman, A.S., Jamilah, O., and Thomas, K., (2010). Can Quality of Work Life Affect Work Performance among Government Agriculture Extension Officers? A Case from Malaysia. *Journal of Social Sciences* 6 (1): 64 – 73
- Borman, W. C., M. A. Hanson, S. H. Oppler, E. D. Pulakos, L. A. White. (1993). Role of Early Supervisory Experience in Supervisor Performance. *Journal of Applied Psychology* Vol 78(3) 443–449.
- Bowditch, J.L., and Buono, A.F., (1997) *A Primer on Organizational Behavior*.

- 4th edition, New York ; John Wiley and Sons, p. 120
- Castilla, E. J. (2005). Social Networks and Employee Performance in a Call Center. *American Journal of Sociology*. 110(5) 1243–1283.
- Chandan, Jit S. (2005). *Organizational Behavior*. New Delhi: Vikas Publishing House
- Clampitt, P.G. & Downs, C.W. (1993). Employee Perceptions of the Relationship between Communication and Productivity: A field study. *The Journal of Business Communication*, 30(1), 5-28.
- Colquitt, Jason A., Lepine, Jeffery A., and Wesson, M. J., (2011). *Organizational Behavior; Improving Performance and Commitment in the Work Place*, Second Edition, New York: McGraw Hill – Irwin
- Davis, K., and Newstrom, J. W. (1985). *Organizational Behavior: Human Behavior at Work*. New York, McGraw Hill
- Davis, K. and Newstrom J.W. (2002). *Organizational Behavior*, International Edition (New York: The McGraw Hill Companies.
- Dessler, G. (1997). *Personnel Management*. New Jersey: Prentice-Hall International, Inc.
- Dokko, Gina., Wilk L. Steffanie and Rothbard P. Nancy. (2008). Unpacking Prior Experience : How Career History Affects Job Performance. *Organization Science, Articles in Advance*, pp. 1–18
- Dubrin Andrew J.,(2005). *Leadership (Translated)*, 2nd Edition, Jakarta: Prenada Media.
- Ermaya Suradinata (1999), *Pemimpin dan Kepemimpinan Pemerintahan* [Leaders and Government Leadership]. Jakarta : PT. Gramedia Pustaka
- Gibson, James L., John M. Ivancevich and James H. Donnelly, Jr. (1985). *Organization Behavior: Structure, Process*. Plano Texas: Business Publications Inc.
- Glick W.H. (1985). Conceptualizing and measuring organizational and psychological climate: Pittals in multilevel research. *Academy of Management Review*
- Gomes, F. Cardoso, (1995), *Manajemen Sumber Daya Manusia* [Human Resource Management], 1st Edition, Yogyakarta : Andi Ofset.
- Goodnight, G. Thomas., Crary, Daniel R., Balthrop, Virgil W., and Hazen, Michael., (1974). The Relationship between Communication Satisfaction and Productivity, Role Discrepancy, and Need Level. Paper, *International Communication Association convention*, New Orleans, April 1974.
- Greenberg J. & Baron R. A., (2003). *Organizational Behavior*, Eight Edition, International New Jersey: Pearson Education, Inc.
- Hawkins, Brian L., and Penley, Larry E., (1978). The Relationship of Communication to Performance and Satisfaction. Paper, *Academy of Management convention*, San Francisco, August 1978.
- Hersey, P., & Blanchard, K.H. (1988). *Management of Organization Behavior: Utilizing Human Resources* (5th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Hill, Tosi., & Carroll, S.J, (1997). *Organisational Theory and Management : A Macro Approach*, New York : John Willey and Sons Inc.
- Ilyas, Y., (1999). *Kinerja* [Performance], 1st Ed., Publisher: Badan Penerbit FKM, UI, Depok.
- Jain, Harrish.C. (1973). Supervisory Communication and Performance in Urban Hospitals. *Journal of Communication*, 23. 103-117.
- Jewell & Siegall, M. (1990). *Psikologi Industri Organisasi Modern* [Modern

- organization of industrial psychology]. Jakarta: Arcan.
- Kreitner, Robert and Kinicki, Angelo. (2007). *Organizational Behavior*, Seventh edition, New York : McGraw Hill - Irwin
- Lattam, G.P., and C.C. Pinder (2005). Work Motivation Theory and Research at the Dawn of the Twenty-First Century. *Annual Review of Psychology* 56. Pp. 485 -516
- Lok, P. & J. Crawford (2001). Antecedents of Organizational Commitment and the Mediating Role of Job Satisfaction. *Journal of Managerial Psychology*, Vol. 16, No. 8, pp. 594-613
- Madlock, P.E., (2008). The Link Between Leadership Style, Communicator Competence and Employee Satisfaction. *Journal of Business Communication January 2008 vol. 45 no. 1 61-78.*, 45: 61-78. DOI: 10.1177/0021943607309351
- Mathis, Robert L. and Jackson, John H., (2001). *Human Resource Management*, 9th edition. South-Western College Publishing, Ohio, USA
- Matin, Hassan Zarei., Jandaghi, Golamreza., Karimi, Fateme Haj., Hamidzadeh, Ali., (2010). Relationship between Interpersonal Communication Skills and Organizational Commitment (Case study : Jahad Keshavarzi and University of Qom, Iran). *European Journal of Social Sciences – Volume 13, Number 3 (2010)* pages 387 – 398
- McDaniel, M. A., F. L. Schmidt, J. E. Hunter. (1988). Job Experience Correlates of Job Performance. *Journal of Applied Psychology*, Vol 73(2), May 1988, 327-330
- Medoff, J. L., K. G. Abraham. (1980). Experience, Performance, and Earnings. *The Quarterly Journal of Economics (1980) 95(4): 703-736.*
- Milkovich, George, T. And Boudreau, John, W. (1991). *Human Resource Management*. Boston : Irwin Home-wood
- Mitchell, T.R. (1982), Motivation: New Direction for Theory, Research and Practice. *Academy of Management Review*, p.81
- Pace R. Wayne and Don F. Faules. (2005). *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan* [Organizational communication: Strategies to increase firm performance]. Editor : Deddy Mulyana. Bandung : Remaja Rosda Karya
- Pearce, C. Glenn, & Segal, Gerald J., (1998). Effects Of Organizational Communication Satisfaction On Job Performance And Firm Growth In Small Businesses. (accessed from <http://www.sbaer.uca.edu/research/1998/SBIDA/98sbi178.txt> on May 29th, 2011)
- Pincus, D. (1986). Communication Satisfaction, Job Satisfaction, and Job Performance. *Human Communication Research*, 12(3), 395-419.
- Quiñones, Miguel A., Ford, J. Kevin, Teachout, Mark S. (1995). The Relationship between Work Experience and Job Performance: A Conceptual and Meta-Analytic Review. *Personnel Psychology*, Volume 48, Issue 4, pages 887–910, December 1995
- Razek-Abdel, W.A., (2011). Factors Affecting the Effectiveness of the Job Performance of the Specialists Working in the Youth Care at Helwan University. *World Journal of Sport Sciences* 4 (2): 116 – 125
- Robbins, S.P., (1996), *Organizational Behaviour*, Seventh Edition, Prentice Hall International, Inc.
- Rodrigues, Nuno & Rebelo, Teresa (2009). Work Sample Tests: Their Relationship with Job Performance and Job Experience. *Journal of work and organizational psychology*, Vol. 25, n.º 1, 2009 - Pages. 47-58
- Rodwell, John., Kienzle, Rene., and Shadur, Mark A., (1998). The Relationship among Work-Related Perceptions, Employee Attitudes, and Employee

- Performance: The Integral Role of Communications, *Human Resource Management*; Fall/Winter98, Vol. 37 Issue 3/4, p277, 17p.
- Saetang, J., Sulumnad, K., Thampitak, P., Sungkaew, T., (2010). Factors Affecting Perceived Job Performance Among Staff: A Case Study of Ban Karuna Juvenile Vocational Training Centre for Boys. *The Journal of Behavioral Science*, Vol. 5, No.1, 33 – 45
- Siagian, Sondang P., (1988), *Organisasi Kepemimpinan dan Perilaku Administrasi* [Organizational Leadership and Administration Behavior], Fifth Edition, Jakarta: CV. Haji Masagung.
- Singh, J., W. Verbeke & G.K. Rhoads (1996). Do Organizational Practices Matter in Role Stress Processes? A Study of Direct and Moderating Effects for Marketing-Oriented Boundary Spanners. *Journal of Marketing*, Vo. 60, pp.69-86.
- Sneed, Jeannie., Vivian ,Virginia., D’Costa, Ayres., (1987). Work Experience as a Predictor of Performance: A Validation Study, *Sage Journal Online* (accessed from <http://ehp.sagepub.com/content/10/1/42.abstract>)
- Soekarno. (1997). *Pengantar Teori Ekonomi Mikro*, [Introduction of Micro Economy Theory] Jakarta: LPFE – UI.
- Steers, Richard M. and Lyman W. Porter, (1991). *Motivation and Work Behavior*, New York: McGraw-Hill.
- Stonner. James A.F., Edward Freeman, Gilbert R. Daniel. (1996). *Manajemen* [Management]. Jilid II, Jakarta: Prenhalindo
- Supono. (1996). *Manajemen Personalia* [Personnel Management]. Yogyakarta: BPFU-UGM.
- Syukur. (2001). *Manajemen Sumber Daya Manusia* [Human Resource Management], Jakarta: LP3ES.
- Weiss, A., and Landau, H., (1985). On the Negative Correlation between Performance and Experience and Education. *National Bureau of Economic Research, Working Paper Series No. 1613*, Cambridge, p. 1 - 12
- White, Candace., Vanc, Antoaneta., and Stafford, Gina (2008). Internal Communication, Information Satisfaction and Sense of Community: The Effect of Personal Influence. (Accessed from [http://www.instituteforpr.org/files/uploads/White\\_Vanc\\_Stafford.pdf](http://www.instituteforpr.org/files/uploads/White_Vanc_Stafford.pdf))