



**INTERNATIONAL JOURNAL OF  
ENTREPRENEURSHIP AND  
MANAGEMENT PRACTICES  
(IJEMP)**  
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## EMPLOYEE PERFORMANCE: ARE HUMAN RESOURCE QUALITY, COMPENSATION FAIRNESS NEEDED?

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### Article Info:

#### Article history:

Received date: 29.08.2024

Revised date: 12.09.2024

Accepted date: 15.10.2024

Published date: 28.11.2024

#### To cite this document:

Azis, A., Anwar, S. M., Tahier, I., & Pajariato, H. (2024). Employee Performance: Are Human Resource Quality, Compensation Fairness Needed?. *International Journal of Entrepreneurship and Management Practices*, 7 (27), 40-53.

DOI: 10.35631/IJEMP.727004.

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### Abstract:

This article discusses the important role of management in improving the quality of human resources (HR) in the context of modern organizations. The main objective is to determine the extent to which the quality of human resources and perceptions of compensation justice can affect individual performance in the workplace. This research uses a quantitative method with a survey approach, where data is collected through questionnaires distributed to a number of employees. The analysis technique used is multiple linear regression to test the relationship between these variables. The results showed that both human resource quality and compensation equity have a positive and significant influence on employee performance. Higher quality of human resources is proven to increase work effectiveness and productivity, while compensation justice perceived by employees encourages motivation and job satisfaction, which has a positive impact on their performance. Thus, companies are advised to focus on improving the quality of human resources and implementing a fair compensation system to improve overall employee performance.

### Keywords:

Quality; Compensation; Employee; Performance; Human Resource

## Introduction

Quality improvement is an effort to produce good quality in terms of changing something to a higher quality, which determines the level or quality of intelligence or skills. Human resources

are someone who is ready, willing and able to contribute to efforts to achieve organizational or company goals so what is meant by improving human resources is the quality that concerns the quality of these resources, which involves physical, as well as non-physical which is intelligence and physical (Desty Febrian et al., 2023). Employee performance in an organization refers to the employee's ability to carry out all the tasks that are his/her responsibility (Fachrezi & Prasetyo, 2024). Every human being is required to improve the quality of himself in order to spur economic development in all fields (Maghfiroh, 2021). Improving the quality of human resources is a long-term human investment (Hendriyanto, Kusnadi, Rahmawati, & Akbar, 2024). But in the present, human resources in Indonesia still do not have the quality to support the largest rate of economic growth. This is due to various reasons, ranging from education, social welfare, and labor issues.

Human resources are usually considered as one of the production factors to produce goods or services (Kambur & Yildirim, 2023). Human resources must be managed properly to achieve a balance between employee needs and company needs. Human resource management is an important thing in organizations and even in companies covering aspects of planning, organizing, implementing and controlling (Komariah et al., 2024). Human resources are considered an important role in achieving company goals, so management means knowledge of how to manage human resources.

Human resources have an important role in the success of an organization or company, because humans are living assets that need to be maintained and developed. Managers and employees can conduct evaluations, provide feedback, and set performance goals more effectively (Sewang, Umar, Yusuf, & Kasim, 2024). Therefore, employees must get special attention from the company. The fact that humans are the main asset in an organization or company must be taken seriously and managed properly. So that the company's human resources can provide the best participation in efforts to achieve organizational goals. In human resource management, managers are needed who are able to manage resources systematically, planned, and efficiently (Nisa, Pratiwi, & Utama, 2024). One of the things that must be a major concern for human resource managers is the occupational safety and health system.

To achieve both short-term and long-term organizational goals in the era of global competition, individuals and groups are required to have desire, passion, enthusiasm, perseverance, resilience, toughness and consistency (Rusman, 2022). Organizational growth involves human resources strategically. Human resources of an organization play a critical role in its growth. (Muktamar, Dewi, Susanti, & Resita, 2024).

Compensation is a psychological state that characterizes the relationship between commitment and work productivity and has implications for individuals' decisions to stay or leave the organization (Akhiryan, Ahmadi, Manajemen, & Surakarta, 2024). However, the nature of psychological conditions for each form of commitment is very different. One of the important aspects to be considered by companies or organizations related to the role of human resources is the issue of compensation fairness (Fachrezi & Prasetyo, 2024). In particular, compensation justice has become a central issue that is widely discussed in various human resource literature. This is because the issue of compensation justice will relate to the ability of employees to meet all their daily needs. In addition, the issue of compensation justice also indicates the policy of the leader or organization in treating its employees fairly.

This research was conducted at PT PLN (Persero) ULTG Palopo, the research are focusing on quality of human resource and compensation fairness to employee performance.

## Literature Review

### *Quality of Human Resources Management*

Quality of Human Resources Wahjono on (Sela Fortuna, Nelly A Sinaga, & Heriyawan Hutagalung, 2023) defines human resource management based on human management activities from recruitment to employee retirement. Meanwhile, according to Zhang & Chen (2024) states that Human Resource Management (HRM) is the science and art used in regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees and society. According to Abidovna (2024) Human Resource Management (HRM) is a formal system design in organizations to ensure the effective and efficient use of human talent to achieve organizational goals. Based on the definition of Human Resource Management (HRM) according to several experts above, it can be said that human resource management is the activity of planning, procurement, development, maintenance, and use of human resources that regulate the relationship and role of human resources. workforce to be effective and efficient to help realize the goals of the company, employees and society.

### *Compensation Fairness*

Compensation fairness is an employee's perception of the fairness in the reward system implemented by the company. This includes salaries, bonuses, benefits, and other forms of rewards given to employees in return for their contributions. According to Nadhir (2023) explains that compensation is every income in the form of money, direct or indirect goods provided by the company as a sign of service for contributions to the company, or in other words that the company's employees are entitled to compensation. According to Ferdi et al, (2024) explaining that compensation is the reward given by the company to employees both directly and indirectly or in financial and non-financial forms based on the performance that employees have done.

### *Employee Performance*

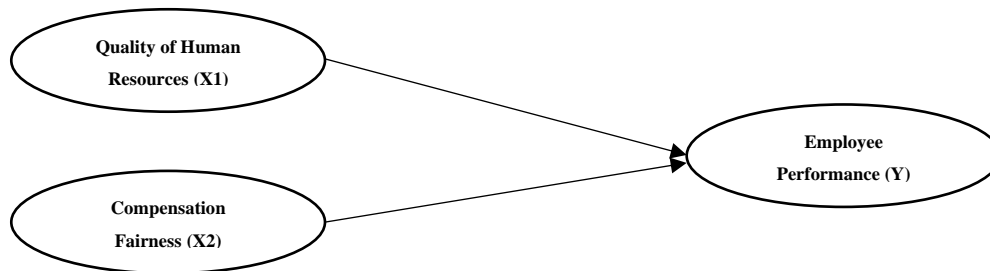
Employee Performance The company can be said to be successful if the performance of human resources strives to improve employee performance to achieve predetermined company goals. According to Nurazizah, Seliana, & Julaha (2024) performance is an achievement that has been achieved by employees in carrying out the work that has been given. Meanwhile, according to Awoitau, Noch, & Khotimah (2024) performance or work performance is the result of work that has been achieved by a person based on his work behavior in carrying out activities at work. The success or failure in an organization in carrying out tasks is closely related to employee performance, the achievement of performance in the organization is a factor that must be considered to realize the company in achieving predetermined goals.

According to Rachmawati & Rijanto (2024) who argues that employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. Aryanti & Perkasa (2024) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. Based on the above understanding, it can be concluded that employee performance is the achievement of employee results in a process of carrying out their duties according to the responsibilities given. By improving employee performance, it will

have a positive impact on the company, so that employees have a good and optimal level of performance to help realize company goals.

### Conceptual Framework

This model aims to determine the effect of human resource quality on employee performance, to determine the effect of compensation on human resource quality and to determine the effect of human resource quality and compensation on employee performance. This research framework can be organized as follows:



**Figure 1: Conceptual Framework**

### Hypothesis

The hypothesis formulated in this research is as follows: The hypothesis formulated in this research is as follows: It is suspected that there is a significant influence on the quality of human resources and fairness of compensation on the performance of PT PLN (Persero) ULTG Palopo employees.

### Research Method

This research is quantitative research, which is research by obtaining data in the form of numbers or quantitative data that is measured (Sugiyono, 2018). The data obtained in this study are in the form of numbers obtained from the results of distributing questionnaires as primary data and data in the form of other numbers obtained from company reports or published research and other supporting data. The approach used in this research is an associative approach. Associative is research that asks about the cause and effect between two or more variables. (Sugiyono, 2018). In this study, the independent variable or variable X is Human Resource Quality, Fairness of compensation and the dependent variable or variable Y is Employee Performance.

### Location and Time of the Research

The research site is the location or object for conducting a study. The research location is determined by the researcher based on supporting data from the initial observation and the range of research to be carried out. (Sugiyono, 2018). The place of this research was conducted at PT PLN (Persero) ULTG Palopo. The time allocation used for this research is 2 months, the first month is carried out preparing proposals and searching for relevant supporting data, the next month is used for the stages of extracting and analyzing data and continuing to compile research reports in the form of a thesis.

### Population and Sample

Population is used to mention all elements / members of an area that is the target of research or the entire object of research. Thus the population can be interpreted as the entire object used in research (Sugiyono, 2018). The population in this study were employees of PT PLN

(Persero). The sample is part of the population that represents the population in providing answers (Sugiyono, 2018). The sample in this study were some employees based on the provisions:

- a. Work at PT PLN (Persero) ULTG Palopo
- b. Have worked for at least 1 year.

The population of PT PLN (Persero) ULTG employees with purposive sampling method as a sample determination with certain considerations. The respondents in this study were 50 employees.

### **Source and Type Data**

The data sources in this research are primary and secondary data. Primary data is data obtained or collected by the person conducting the research or the person concerned who did it (Sugiyono, 2018). In this study using primary data or empirical data obtained from distributing questionnaires to employees of PT PLN (Persero) ULTG Palopo. The questionnaire distributed in this study is a closed questionnaire, namely employees are provided with questions or statements about the quality of human resources, compensation, employee performance and motivation based on indicators and sub-indicators through a questionnaire. Answers are designed using a Likert scale, respondents are asked to answer questions or statements with five alternative answers provided by the researcher.

Secondary data is data obtained from existing sources. Data in the form of reports, statistics and the like (Sugiyono, 2018). In this study using secondary data in the form of previous research results that contain supporting data, and other data as the research progresses.

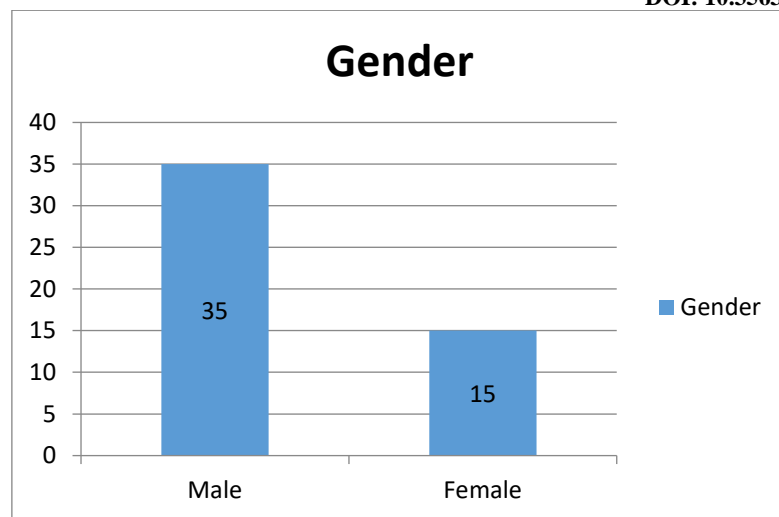
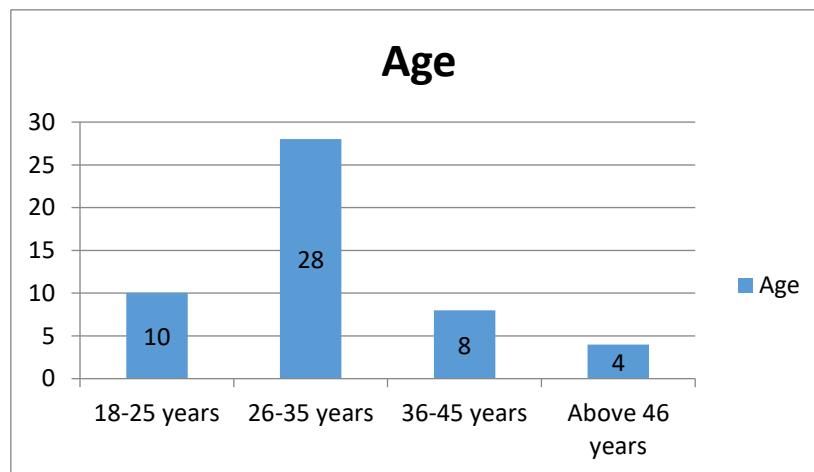
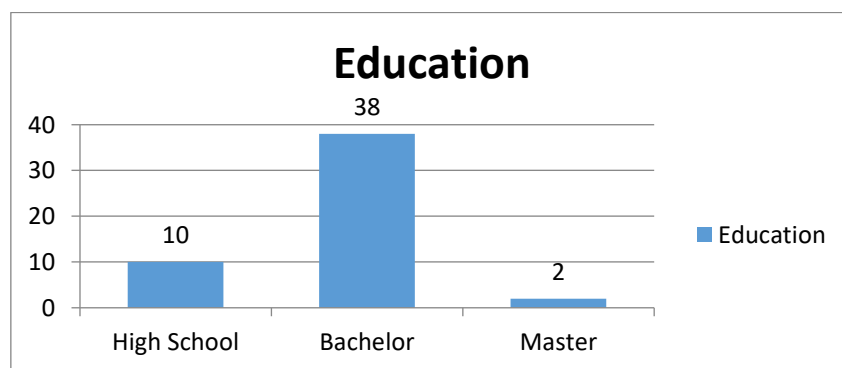
### **Data Collection Techniques**

The method used to collect data in this study is Questionnaire. Data collection techniques by compiling a list of questions or written statements submitted to sample respondents to be studied. (Sugiyono, 2018). Data collection was carried out by distributing questionnaires to employees of PT PLN (Persero) ULTG Palopo based on questions or statements that have been provided. The data obtained is then processed to take the results and analyze them to get research conclusions.

## **Results And Discussion**

### ***Respondent Overview***

In this study, an overview of respondents was used in the survey based on gender, age and latest education. For more details about the general description of the respondents, see the chart below.

**Chart 1. Respondent Characteristics (Gender)****Chart 2. Respondent Characteristic (Age)****Chart 3. Respondent Characteristic (Education)**

### Validity and Reliability Test

The following are the results of testing using SPSS 27, with the validity and reliability tests of the research variables as follows:



**Table 1. Validity and Reliability Test**

Variables	Item	r count	Cronbach's Alpha	Description
Quality of Human Resources (X1)	<u>X1.1</u>	<u>0.859</u>	0.783	Valid/Reliable
	<u>X1.2</u>	<u>0.804</u>		
	<u>X1.3</u>	<u>0.651</u>		
	<u>X1.4</u>	<u>0.868</u>		
	<u>X1.5</u>	<u>0.575</u>		
	X1.6	0.583		
Compensation Fairness (X2)	<u>X2.1</u>	<u>0.559</u>	0.777	Valid/Reliable
	<u>X2.2</u>	<u>0.698</u>		
	<u>X2.3</u>	<u>0.766</u>		
	<u>X2.4</u>	<u>0.789</u>		
	<u>X2.5</u>	<u>0.605</u>		
	X2.6	0.789		
Employee Performance (Y)	<u>Y1</u>	<u>0.550</u>	0.779	Valid/Reliable
	<u>Y2</u>	<u>0.482</u>		
	<u>Y3</u>	<u>0.869</u>		
	<u>Y4</u>	<u>0.720</u>		
	<u>Y5</u>	<u>0.718</u>		
	<u>Y6</u>	<u>0.875</u>		
	<u>Y7</u>	<u>0.870</u>		
	Y8	0.783		

Source: Primary data processed 2024

This study uses validity and reliability tests to ensure that the research instruments used are appropriate and consistent. The validity test is carried out using Pearson correlation, where the calculated r value is compared with the critical value of r at a certain level of significance. Based on the results shown in the table, all items on the variables of human resource quality (X1) compensation equity (X2) and employee performance (Y) show that all are valid. Meanwhile, for the reliability test, Cronbach's Alpha is used. The results show that the Cronbach's Alpha value is above 0.60 which indicates that this instrument is reliable and consistent in its measurement.

## Data Analysis

### *Multiple Linear Regression Test*

Multiple linear regression test in this study is a multiple linear regression test conducted by researchers to determine the results of the influence of human resource quality and compensation justice on employee performance.

**Table 2. Multiple Linear Regression Analysis Test**

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	3.779	3.087		1.224	.227
	Quality of Human Resources	.848	.161	.619	5.256	.001
	Compensation Fairness	.336	.162	.244	2.072	.044

Source: Primary data processed 2024

Table 3 explains the results of multiple regression tests of human resource quality variables and compensation justice on employee performance as follows:

$$Y = 3.779 + 0.848 X_1 + 0.336 X_2 + e$$

The coefficients of the multiple linear regression equation above can be interpreted as follows:

- The results of the multiple linear regression test calculation in table 3 show that the regression coefficient on the human resource quality variable is positive at 0.848, meaning that a 1% increase in the quality of human resources will increase employee performance by 0.848.
- The results of the multiple linear regression test calculation in table 3 show that the regression coefficient on the compensation justice variable is positive at 0.336, meaning that a 1% increase in compensation justice will increase employee performance by 0.336.

## Hypothesis Testing

### *T Test (Partial)*

The t test is used to determine the effect of the independent variable on the dependent variable. The T test results are as follows.

**Table 3. T Test Results**

Model		Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	3.779	3.087		1.224	.227
	Quality of Human Resources	.848	.161	.619	5.256	.001



Compensation Fairness	.336	.162	.244	2.072	.044
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Source: Primary data processed 2024

Based on table 4 on the T test results, it can be concluded as follows:

- From the results of the T test, it can be seen that the t value of the human resource quality variable is  $5.256 > 0.2787$  and a significant value of  $0.001 < 0.05$ , which means that the quality of human resources has a significant effect on employee performance.
- From the T test results, it can be seen that the t value of the compensation justice variable is  $2.072 > 0.2787$  and a significant value of  $0.044 < 0.05$ , which means that compensation justice has a significant effect on employee performance.

### ***F Test (Simultaneous)***

The F test is conducted to determine whether the independent variables together can affect the dependent variable. The results of the F Test are as follows:

**Table 4. F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	d f	Mean Square	F	Sig.
1	Regression	835.946	2	417.973	43.416	.001 <sup>b</sup>
	Residuals	452.474	47	9.627		
	Total	1288.420	49			

Based on table 5, the results of the F test with a significance of 5% are determined. In table 7, it is known that the significance value is  $0.001 < 0.05$  with a calculated F value of  $43.416 > 3.19$ , which means that simultaneously the variables of human resource quality and compensation justice affect employee performance.

### ***Determination Test ( $R^2$ )***

The Determination Test ( $R^2$ ) is used to show the extent of the relationship between the dependent variable and the independent variable. The results of the Determination Test ( $R^2$ ) are as follows:

**Table 5. Determination Test Results ( $R$ )<sup>2</sup>**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.80 5 <sup>a</sup>	.649	.634	3.103

Predictors: (Constant), HR Quality, Compensation Fairness

Based on the results of the determination test, the R Square is 0.649 or 64.9%, which means that the variable quality of human resources and compensation justice affects employee performance by 64.9%, while the remaining 35.1% is influenced by other variables not used in this study.

## Discussion

### *Human Resource Quality Affects Employee Performance*

The quality of human resources (HR) is a vital element in determining employee performance in an organization. Quality human resources not only include knowledge, skills, and technical competencies, but also include the experience possessed by employees. Research shows that employees with good HR quality tend to have superior performance. They are better able to complete tasks effectively and efficiently, and have better adaptability to changes and challenges in the work environment. Employees with high-quality HR usually have a deep understanding of their responsibilities and have sufficient ability to achieve the targets set by the company.

Furthermore, high quality HR not only improves individual performance but also contributes to increased motivation and job satisfaction. When employees feel they have adequate skills and knowledge, they tend to be more confident in performing their duties. This confidence, in turn, increases motivation to work harder and contribute more to the organization. The research shows a positive correlation between HR quality and employee performance, which is indicated by a significant regression coefficient value. This suggests that quality HR not only encourages employees to perform better, but also increases overall productivity within the company.

To achieve this, companies must continuously invest in people development through various training and skills development programs. These programs not only aim to improve technical knowledge and skills, but also to develop essential soft skills such as communication, teamwork and leadership. With this approach, the company can ensure that its employees are always ready to face new challenges and continue to contribute optimally. Investment in HR quality is not just an expense, but a strategic investment that has a direct impact on improving overall organizational performance. This research is supported by research (Atika, Mafra, & Puspita, 2024; Otoo & Mishra, 2018) shows that the quality of human resources affects employee performance.

### *Compensation Fairness Affects Employee Performance*

Compensation justice is a critical aspect of human resource management that greatly affects employee performance. It relates to employees' perceptions of the balance between the contributions they make to the company and the rewards they receive in return. Fair compensation includes various elements, ranging from base salary, benefits, bonuses, to other non-financial rewards. Research shows that when employees feel that the compensation they receive matches their efforts and contributions, they tend to be more motivated to improve their performance. This sense of fairness in compensation creates a feeling of being valued and recognized, which in turn encourages employees to fully commit to their tasks.

Furthermore, compensation fairness not only affects individual performance, but also has a significant impact on overall employee loyalty and satisfaction. Employees who feel they are treated fairly tend to have higher job satisfaction and demonstrate long-term commitment to the company. Conversely, if employees feel that they are not compensated fairly, this can

demotivate them, increase stress levels, and trigger a desire to seek employment elsewhere. In this context, compensation fairness acts as a key linchpin in retaining qualified and experienced employees, who are invaluable to a company's sustainability and success.

In addition, compensation justice also contributes to the creation of a positive work environment conducive to optimal performance. A work environment where employees feel that they are treated fairly in terms of compensation will tend to be more harmonious, with higher levels of collaboration among coworkers. Fairness in compensation not only strengthens individual motivation, but also encourages team spirit and trust between employees. Research shows that companies that implement a fair compensation system can increase productivity, reduce internal conflict, and create a healthy and sustainable work culture.

Therefore, it is important for companies to continuously evaluate and refine their compensation systems to ensure that fairness is always maintained. This strategy is not only important to improve employee performance, but also to maintain the company's reputation as a fair workplace that values employee contributions. In the long run, companies that successfully create and maintain a fair compensation system will find it easier to attract and retain top talent, ensuring continued growth and success. Research (Dwi Ardian, Nurhayati, & Madris, 2023; Rezeki & Hidayat, 2021) suggests that compensation has no effect on employee performance. In contrast to research conducted by (Farida, Kholidinna Qasabandiyah, & Ansar, 2023; Wuwungan, Nelwan, & Uhing, 2020) suggest that compensation justice affects employee performance.

## **Conclusion And Recommendations**

### ***Conclusion***

Human resource quality and compensation equity are two important interrelated factors in improving employee performance. Employees who are skilled and knowledgeable, and feel fairly rewarded, tend to make greater contributions to the organization. Therefore, companies need to focus on developing employee skills and ensuring that the compensation system implemented is fair and transparent. Thus, the organization can achieve better performance and remain competitive in the industry. This study concludes that the quality of human resources and compensation fairness have a positive and significant influence on employee performance. High quality of human resources allows employees to work more effectively, efficiently, and productively, while fairness in compensation encourages motivation and job satisfaction, which in turn improves overall employee performance. Thus, these two factors are very important in supporting optimal performance in an organization.

### ***Recommendations***

Based on the findings of this study, companies are advised to continue to invest in developing the quality of human resources through continuous training and skill development programs. In addition, companies should also ensure that the compensation system implemented is fair and transparent, so that employees feel valued and motivated to continue improving their performance. By managing these two aspects effectively, companies can improve employee performance and achieve their strategic goals.

### **Acknowledgements**

I express my deepest gratitude to God Almighty for His blessings and grace, which enabled this journal to be completed successfully. I would like to extend my heartfelt thanks to the

following individuals and organizations who provided support and assistance during the writing of this journal:

1. Prof. Dr. Suhardi M. Anwar, MM, Dr. Ilham Tahier, SE., MM, and Prof. Dr. Hadi Pajariantono, M.Pd.I, for their guidance, direction, and invaluable feedback and constructive criticism that greatly contributed to the preparation of this journal. Your expertise and patience were crucial in this research process.
2. Muhammadiyah University of Palopo / PT PLN (Persero) ULTG Palopo for providing the facilities and resources necessary for this research. Thank you also for the administrative support provided.
3. Colleagues at the PT PLN (Persero) ULTG Palopo, for their assistance with data collection, analysis, and valuable feedback during the research process.
4. My parents, siblings, and child, for their moral encouragement and emotional support, which was incredibly meaningful during the writing of this journal.
5. Finally, I would like to thank all those who I cannot mention individually but who have provided support and assistance in various forms.

May God Almighty always reward the kindness and support that has been given.

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