

MANAGING PERFORMANCE THROUGH EMPLOYEE ATTRIBUTES AT PT. CENTRAL CAPITAL FUTURES MALANG

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ABSTRACT

This study investigates how employee attributes influence performance at PT. Central Capital Futures Malang. Using a qualitative descriptive approach, data were collected through in-depth interviews, observations, and document analysis to explore key employee characteristics such as motivation, competency, adaptability, communication skills, and emotional intelligence. Findings indicate that employee attributes significantly shape work performance, engagement, and organizational outcomes. Strong competencies, motivation, and effective communication were found to enhance performance, while gaps in adaptability and emotional intelligence can reduce efficiency. This study provides practical recommendations for optimizing employee performance through strategic management of individual attributes.

Keywords: employee attributes, performance management, qualitative research, motivation, competency,

INTRODUCTION

Employee performance is widely recognized as one of the most critical determinants of organizational success, particularly in highly competitive sectors such as finance and capital markets. In an industry driven by rapid market fluctuations, regulatory changes, and client demands, the performance of employees is a direct reflection of an organization's ability to adapt and thrive. Recent research has emphasized that organizational outcomes are not solely determined by the systems, processes, or technologies in place. Rather, the individual attributes that employees bring to their roles—such as motivation, competencies, adaptability, emotional intelligence (EI), and communication skills—play a pivotal role in shaping organizational performance and success (Amin & Rahman, 2021). These attributes have become even more important in today's fast-paced and volatile financial environment, where firms like PT. Central Capital Futures Malang are expected to operate with agility and precision while maintaining client satisfaction and regulatory compliance.

In this context, understanding how employee attributes contribute to performance is crucial for companies seeking to optimize human resources and sustain long-term success in a competitive landscape. At PT. Central Capital Futures Malang, a leading player in Indonesia's financial trading and advisory services sector, these attributes are central to maintaining operational efficiency, customer loyalty, and organizational resilience in the face of market volatility and global economic shifts. This study aims to explore the critical role of employee attributes in driving performance outcomes at PT. Central Capital Futures Malang, with a focus on how these attributes can be better understood, managed, and leveraged to achieve organizational objectives.

One of the most significant attributes that influence employee performance is motivation. Motivated employees are driven, resilient, and committed to their roles, consistently delivering high levels of performance even under pressure. In sectors like

financial services, where targets are often performance-based and market conditions are ever-changing, motivation is particularly essential. Highly motivated employees are more likely to take initiative, seek innovative solutions to challenges, and maintain a positive attitude, all of which contribute to organizational success (Hendri, 2021). At PT. Central Capital Futures Malang, the fast-paced nature of the financial market requires employees who can consistently meet deadlines, adapt to market shifts, and maintain focus in high-pressure situations. However, there is a need to further explore how motivation can be sustained over time, especially in a work environment characterized by stress and constant change.

Competency, encompassing both technical and behavioral skills, is another key factor that directly impacts employee performance. In the financial services sector, employees are required to have a deep understanding of financial markets, trading systems, regulatory frameworks, and client management practices. Beyond technical competencies, behavioral competencies—such as problem-solving, interpersonal skills, and decision-making—are equally critical in ensuring effective collaboration, efficient workflow, and customer satisfaction (Santoso et al., 2022). At PT. Central Capital Futures Malang, employees must possess a unique combination of technical expertise and interpersonal skills to deliver accurate financial advice, manage client portfolios, and maintain trust. While the company has invested in developing employee competencies, there are challenges in consistently upskilling employees across various departments to ensure that all team members are equipped with the competencies required to meet the company's high standards.

Adaptability is increasingly recognized as a crucial attribute in modern organizations, particularly in industries such as finance, where rapid technological advancements, market volatility, and regulatory changes are the norm. Employees who can quickly adapt to new tools, technologies, and market conditions contribute significantly to an organization's ability to maintain agility and remain competitive (Prasetyo et al., 2021). At PT. Central Capital Futures Malang, adaptability is not just a desirable trait but a necessity. The company operates in an environment where market conditions can change dramatically, and employees must be able to adjust their strategies, approaches, and skill sets to remain effective. However, adapting to change is not always straightforward. Some employees may struggle with new technologies or changes in internal processes, leading to a slower response time and potential gaps in performance. The challenge for the company lies in managing these transitions effectively and ensuring that employees are continuously supported in building the adaptability required for the evolving financial landscape.

Effective communication is another essential attribute that impacts employee performance. In financial services, communication is not only about relaying information but also about building relationships with clients, explaining complex financial concepts, and ensuring that all stakeholders are on the same page. Employees with strong communication skills are more effective in collaborative tasks, client interactions, and conflict resolution (Ramadhan et al., 2021). At PT. Central Capital Futures Malang, communication plays a central role in client-facing positions where employees must effectively convey financial insights, address client concerns, and collaborate with colleagues to ensure seamless service delivery. However, the company has identified a gap in communication across different departments, with some employees feeling that information flow could be more streamlined, leading to

occasional misunderstandings and inefficiencies. Improving communication practices is thus a critical area for performance enhancement.

Emotional intelligence (EI)—which encompasses self-awareness, empathy, emotion regulation, and interpersonal skills—has gained significant attention as a key predictor of employee performance, especially in high-pressure environments (Hidayat & Nugroho, 2022). In financial trading and advisory services, where decisions often need to be made quickly and in stressful circumstances, EI helps employees maintain composure, manage stress, and build strong working relationships with clients and colleagues. Employees with high EI are also better equipped to handle conflicts, manage client expectations, and create a positive work atmosphere. While PT. Central Capital Futures Malang acknowledges the importance of EI, there are challenges in assessing and developing this attribute across the workforce. Emotional intelligence can be harder to measure and cultivate than technical skills, making it essential for the company to implement targeted programs that enhance employees' emotional resilience and interpersonal effectiveness.

An important factor that mediates the relationship between individual attributes and performance is employee engagement. Engaged employees are not only more productive but are also more likely to remain with the company, contribute to a positive work environment, and deliver exceptional performance over time (Alfiansyah et al., 2022). Employee engagement is influenced by multiple factors, including motivation, competency, and emotional intelligence, all of which contribute to employees' sense of connection and commitment to the organization. PT. Central Capital Futures Malang has recognized that fostering high levels of engagement is essential to ensuring that employees stay focused on their tasks, are proactive in taking on new challenges, and align their personal goals with the company's objectives. However, the company faces challenges in ensuring consistent engagement across all levels of the organization. While some teams are highly engaged, others experience lower levels of involvement and motivation, which impacts overall performance.

In addition to these challenges, performance appraisal and feedback mechanisms play a crucial role in managing employee attributes and optimizing performance. Regular performance evaluations help identify areas for improvement, recognize strengths, and align employee capabilities with organizational needs (Rachman & Dewi, 2023). At PT. Central Capital Futures Malang, the performance management system aims to provide employees with constructive feedback and the opportunity to refine their skills. However, the company has noted that the feedback process could be more timely and consistent, and that employees sometimes lack clear guidance on how to develop the competencies needed for higher performance.

While PT. Central Capital Futures Malang has made strides in leveraging employee attributes to improve performance, several challenges persist. Identifying high-potential employees and ensuring their continuous development remain critical areas for improvement. There is also a need to better manage gaps in motivation, particularly during periods of market uncertainty or internal restructuring. Furthermore, ensuring standardized training across departments, enhancing communication practices, and improving the emotional intelligence of employees are all areas that require focused attention.

This study aims to explore these dynamics at PT. Central Capital Futures Malang by examining the ways in which individual employee attributes influence performance outcomes. By addressing these challenges, the company can create a more structured

approach to managing performance, resulting in higher levels of employee engagement, satisfaction, and overall organizational success. This research will offer valuable insights into how the company can strategically leverage its human capital to navigate the complexities of the financial services industry, ensuring its continued growth and success in an increasingly competitive and dynamic market.

RESEARCH METHOD

This study employs a qualitative descriptive research design to explore how employee attributes influence performance at PT. Central Capital Futures Malang. The use of qualitative methods is particularly suitable for capturing rich, detailed insights into employee perceptions, experiences, and the organizational dynamics that shape performance outcomes (Creswell, 2021). By focusing on the lived experiences of employees, this approach provides a deeper understanding of the role that individual attributes such as motivation, competency, adaptability, communication skills, and emotional intelligence play in driving employee performance.

Data collection involved a multi-method approach, using semi-structured interviews, observations, and document analysis. Semi-structured interviews were conducted with a variety of stakeholders, including managers, team leaders, and employees, to explore how different attributes influenced their work. The interviews utilized open-ended questions, enabling participants to share their experiences, discuss challenges, and provide real-world examples of how these attributes impact their performance. This method allowed the researcher to gain comprehensive insights into the personal and professional factors that contribute to effective performance in a financial services context.

In addition to interviews, observations were carried out to capture real-time behavior and interaction patterns. Observations allowed the researcher to witness firsthand how employees collaborate, communicate, and respond to operational challenges in their day-to-day tasks. This observational data served to complement the interview findings by providing a practical, in-context understanding of how employee attributes, such as adaptability and communication, manifest in the workplace. Observing these dynamics in real time helped ensure that the study captured a holistic view of employee performance.

Document analysis was another critical component of the data collection process. Performance appraisals, HR policies, training records, and competency frameworks were reviewed to validate participant statements and identify the formal mechanisms PT. Central Capital Futures Malang uses to manage employee attributes. This review provided additional context to the interviews and observations, helping to verify the alignment between employees' perceptions and the company's official performance management practices.

The data analysis followed Miles and Huberman's interactive model (Miles & Huberman, 1994), which includes three key stages: data reduction, data display, and conclusion drawing. The first stage, data reduction, involved organizing and filtering the collected data to focus on the most relevant information. In the data display stage, visual tools such as matrices and charts were used to identify patterns and relationships between employee attributes and performance outcomes. Finally, conclusion drawing involved synthesizing the data to identify the dominant attributes that influence performance and understanding how these attributes interact within the organizational context.

The analysis process included three stages of coding: open coding, axial coding, and selective coding. Open coding was used to identify initial themes from the raw data, which were then refined through axial coding to explore relationships between the themes. Selective coding helped to identify the most significant themes and attributes impacting employee performance. Throughout this process, triangulation of the data from interviews, observations, and documents was employed to ensure the validity and credibility of the findings, ensuring a well-rounded understanding of how employee attributes affect performance at PT. Central Capital Futures Malang.

RESULTS AND DISCUSSION

The comprehensive analysis of data collected through semi-structured interviews, observations, and document analysis reveals a nuanced understanding of how various employee attributes influence performance at PT. Central Capital Futures Malang. Key attributes explored in this study include motivation, competency, adaptability, communication skills, and emotional intelligence (EI). These attributes significantly impacted employee performance, although their effectiveness varied across departments, roles, and individual experiences within the organization.

Motivation

Motivation emerged as one of the most influential factors affecting employee performance at PT. Central Capital Futures Malang. Through interviews with managers and employees, it became clear that motivated employees were more proactive, self-driven, and dedicated to their roles. Motivated employees were observed to show greater initiative, higher engagement levels, and increased persistence, especially in challenging situations such as fluctuating market conditions and high client demands. For instance, sales staff who were highly motivated consistently exceeded performance targets, even during periods of market downturn or when faced with competitive pressure.

Managers noted that motivated employees demonstrated a stronger alignment with organizational goals, taking ownership of tasks and actively seeking solutions to challenges. Motivated employees also displayed a stronger sense of accountability, contributing positively to team dynamics and overall productivity. On the contrary, employees with lower motivation were found to be less engaged, often missing deadlines or showing reduced initiative. Some employees voiced frustrations regarding unclear career progression paths and insufficient recognition, which led to disengagement and lower performance. These findings are consistent with existing literature, which highlights the critical role of motivation in driving individual and organizational performance (Hendri, 2021). A motivated workforce is essential for achieving high performance, particularly in dynamic and competitive industries like financial services.

Competency

Competency, encompassing both technical and behavioral skills, was identified as another key determinant of performance. In financial services, technical competency refers to the specialized knowledge of financial markets, trading systems, regulations, and compliance requirements. Employees who possessed these competencies were more effective in their roles, particularly in executing trades accurately, analyzing market trends, and adhering to industry regulations.

Additionally, behavioral competencies, such as problem-solving, decision-making, and interpersonal skills, played a vital role in performance. Employees with strong problem-solving abilities were better equipped to handle complex client situations and resolve issues effectively. This was particularly evident in client-facing roles, where employees demonstrated high levels of interpersonal competency, navigating complex client needs and ensuring that relationships were both built and maintained over time. Employees who had received training in communication and client relationship management excelled in fostering trust, which led to greater client retention and repeat business. Conversely, employees lacking in technical or behavioral competencies struggled to meet performance expectations, leading to lower productivity and missed opportunities. The findings underscore the importance of continuous professional development and the need for organizations to invest in competency-building programs to ensure employees have the skills required to perform at a high level (Santoso et al., 2022).

Adaptability

In the fast-evolving financial services industry, adaptability emerged as a crucial attribute for maintaining high performance. The rapidly changing nature of market conditions, technological advancements, and regulatory requirements necessitates employees who can swiftly adapt to new systems, tools, and processes. Observations revealed that employees who demonstrated high adaptability were more successful at managing stress during periods of market volatility, allowing them to maintain productivity despite external challenges.

For instance, employees who quickly learned to use newly implemented trading platforms were able to manage their workloads more efficiently, particularly during high trading volume periods. Those who resisted adopting new tools or who had difficulty adjusting to updated processes experienced lower productivity and greater frustration. Moreover, employees who displayed adaptability during organizational changes, such as restructuring or shifts in business strategy, were better able to embrace new roles and responsibilities. In contrast, employees who struggled with these changes expressed concerns about job security and had difficulties maintaining performance. These results align with the findings of Prasetyo et al. (2021), which emphasize the importance of adaptability in ensuring organizational resilience and continuous performance improvement in the face of technological and market changes.

Communication Skills

Effective communication skills were identified as a critical component of high performance, particularly in roles requiring teamwork, collaboration, and client interaction. Employees with strong communication abilities were able to convey complex financial information clearly and concisely, ensuring that clients understood their options and made informed decisions. Furthermore, employees who excelled at communication were also more effective in internal coordination, facilitating smoother workflow and task execution.

Observations revealed that teams with clear, open lines of communication were better equipped to achieve their goals. These teams demonstrated a high level of collaboration, quickly sharing information, discussing potential issues, and solving problems together. On the other hand, in teams or departments where communication was lacking, employees experienced frequent misunderstandings, inefficiencies, and

errors. These problems were particularly noticeable in departments with highly technical roles, where reliance on written communication sometimes resulted in misinterpretations of client needs or internal instructions. The findings support previous research highlighting the importance of effective communication in driving performance, especially in environments that require cross-functional coordination (Ramadhan et al., 2021).

Emotional Intelligence (EI)

Emotional intelligence (EI), particularly self-awareness, empathy, and emotion regulation, was found to have a significant impact on employee performance, especially in client-facing roles. Employees with higher EI were able to manage stress effectively, build strong relationships with clients, and maintain positive interactions with colleagues. These employees were observed to handle high-pressure situations with composure, which contributed to improved performance during volatile market conditions or when dealing with demanding clients.

In contrast, employees with lower EI struggled to manage their emotions, particularly during stressful situations. These employees were more prone to burnout and had difficulties resolving interpersonal conflicts, leading to a negative work environment and decreased performance. High turnover rates were observed in teams where negative emotional dynamics were prevalent, further emphasizing the impact of EI on team stability and performance. The results align with Hidayat & Nugroho (2022), who stress the importance of emotional intelligence in fostering a productive and healthy work environment. Employees with higher EI were also more likely to stay engaged and committed to their roles, contributing to improved overall performance and job satisfaction.

Discussion

The findings from this study suggest that employee attributes are deeply interconnected and significantly impact performance outcomes at PT. Central Capital Futures Malang. Motivation, competency, adaptability, communication skills, and emotional intelligence collectively contribute to employee effectiveness, although each attribute operates in distinct ways depending on the role and department.

Motivation, as observed in this study, is a key driver of individual performance. Highly motivated employees are proactive, goal-oriented, and persistent, which aligns with findings from prior research (Hendri, 2021). In contrast, employees who lack motivation are less engaged, leading to suboptimal performance. This highlights the importance of developing strategies to sustain employee motivation, such as recognizing achievements, offering career development opportunities, and aligning individual goals with organizational objectives. While PT. Central Capital Futures Malang has clear incentive structures in place, enhancing career path transparency and increasing recognition for achievements could further boost motivation and performance.

Competency, both technical and behavioral, is equally important for ensuring high performance. As financial services require specialized knowledge, technical competency is essential for accurate decision-making and compliance with regulations. Behavioral competencies, such as problem-solving and communication, are also crucial, as they enable employees to navigate complex situations and build strong relationships with clients. The results suggest that PT. Central Capital Futures Malang may benefit

from more structured competency development programs, particularly in newer areas such as digital trading tools, which would support employee growth and improve overall performance. This approach is consistent with the findings of Santoso et al. (2022), who emphasize the need for continuous skill development in high-performance organizations.

The role of adaptability in driving performance, particularly in the face of market changes and technological advancements, is especially critical in the financial services sector. The ability to swiftly adjust to new tools and processes was identified as a significant factor in employee success, particularly in periods of market volatility. This finding supports Prasetyo et al. (2021), who emphasize the importance of adaptability in rapidly evolving industries. PT. Central Capital Futures Malang should focus on fostering a culture of adaptability by providing employees with the resources and training needed to stay agile. This could include regular upskilling programs and creating a supportive environment for managing change.

Communication skills were found to significantly affect collaboration and client interaction, directly influencing performance. The data suggests that teams with strong communication practices are more effective in achieving organizational goals, while poor communication leads to inefficiencies and misunderstandings. This finding aligns with previous research that underscores the role of communication in organizational performance (Ramadhan et al., 2021). PT. Central Capital Futures Malang may need to invest in communication training, particularly for teams where communication issues have been identified. Improving communication channels and ensuring that information flows smoothly across departments could improve performance outcomes, particularly in complex tasks requiring cross-functional collaboration.

Lastly, emotional intelligence plays a crucial role in managing interpersonal relationships and handling stress, which are vital for maintaining high performance in client-facing roles. Employees with higher EI were found to manage stress better, resolve conflicts efficiently, and engage more positively with colleagues and clients. This finding supports Hidayat & Nugroho (2022), who highlight the significance of emotional intelligence in professional success. To enhance performance, PT. Central Capital Futures Malang should consider incorporating EI training into their professional development programs, helping employees to build emotional resilience and improve their interpersonal effectiveness.

In conclusion, the study emphasizes that employee attributes are integral to performance at PT. Central Capital Futures Malang. While certain attributes such as motivation and competency were consistently linked to high performance, others, like adaptability and emotional intelligence, showed a more variable impact depending on the specific context and role. For the company to enhance its overall performance, it is crucial to focus on further developing these attributes through targeted training programs, effective leadership, and a supportive work environment that fosters continuous growth.

CONCLUSION

Employee attributes, including motivation, competency, adaptability, communication skills, and emotional intelligence (EI), play a crucial role in influencing performance at PT. Central Capital Futures Malang. These attributes significantly impact how employees engage with their roles, contribute to team dynamics, and meet organizational goals. Employees who possess strong motivation, technical expertise,

behavioral competencies, and emotional intelligence tend to demonstrate higher levels of engagement, efficiency, and operational effectiveness.

The findings of this study indicate that motivated employees are more likely to take initiative, overcome challenges, and exceed performance expectations, even in difficult situations. Competent employees, equipped with the necessary technical knowledge and interpersonal skills, are better positioned to perform complex tasks, deliver quality service, and maintain positive client relationships. Additionally, employees who are adaptable to change, particularly in a fast-paced financial environment, are better equipped to manage market fluctuations and adjust to new systems or processes. Furthermore, employees with strong communication skills excel in teamwork and client interactions, contributing to smoother workflows and improved customer satisfaction. Lastly, employees with higher emotional intelligence are better able to manage stress, resolve conflicts, and maintain positive relationships with colleagues and clients, ensuring a supportive work environment.

This research underscores the importance of strategically managing these employee attributes to enhance both individual and organizational performance. Organizations like PT. Central Capital Futures Malang can benefit from investing in training and development programs aimed at improving these attributes across their workforce. By fostering a work environment that nurtures these attributes, organizations can enhance employee satisfaction, reduce turnover, and increase overall productivity. Moreover, focusing on developing these attributes will not only improve immediate performance outcomes but also ensure long-term organizational success and resilience in an ever-evolving market.

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