

FACTORS AFFECTING EMPLOYEE PERFORMANCE AT PT. GALAXY SOLUSINDO MALANG

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ABSTRACT

This study investigates the factors influencing employee performance at PT. Galaxy Solusindo Malang. Using a qualitative descriptive approach, data were collected through in-depth interviews, observation, and document analysis to explore organizational, personal, and environmental factors that affect performance. Findings indicate that leadership style, work environment, motivation, training and development, and communication significantly influence employee performance. Challenges were identified in consistency of training programs, workload management, and communication effectiveness. The study provides practical recommendations for optimizing employee performance through comprehensive management strategies.

Keywords: employee performance, performance factors, qualitative research, motivation, work environment

INTRODUCTION

Employee performance is one of the most critical determinants of organizational success and competitiveness, especially in industries that are both service-oriented and heavily reliant on technology. In an increasingly competitive global market, organizations are expected to continually improve their operational efficiency, innovation, and ability to meet customer expectations. Employee performance plays a central role in determining an organization's ability to achieve these objectives. In industries such as information technology, telecommunications, and other technology-driven sectors, employee performance directly impacts the organization's ability to innovate, stay ahead of the competition, and deliver high-quality services to clients. PT. Galaxy Solusindo Malang, operating within this fast-paced and competitive market, faces the ongoing challenge of ensuring that its workforce remains efficient, innovative, and engaged. Research has consistently shown that multiple factors—ranging from personal attributes and organizational support systems to leadership practices and the work environment—collectively influence employee performance outcomes (Amin & Rahman, 2021).

Understanding these factors is of paramount importance for PT. Galaxy Solusindo Malang. As a company that provides technology-driven solutions and services, ensuring that its workforce remains capable, motivated, and aligned with organizational goals is key to long-term success. Human resource management practices, such as recruitment, training, and leadership development, need to be tailored to address the unique demands of the industry. In addition, organizational culture, employee motivation, and work environment factors must be carefully managed to create a conducive environment for optimal performance. Therefore, identifying and analyzing the key factors that affect employee performance at PT. Galaxy Solusindo Malang is critical for designing more effective HRM practices that enhance overall productivity, engagement, and organizational sustainability (Hendri, 2021).

Motivation is widely recognized as a fundamental determinant of employee performance. It has been consistently shown that motivated employees demonstrate

greater engagement, persistence, and a commitment to organizational goals, which often leads to higher performance levels (Wijaya & Suryanto, 2022). In the context of PT. Galaxy Solusindo Malang, employee motivation plays a pivotal role in ensuring that employees remain productive and focused on delivering high-quality service in a highly competitive market. Without adequate motivation, employees may struggle to meet their performance targets or fail to perform tasks with the level of initiative and innovation required. PT. Galaxy Solusindo Malang, as part of its ongoing efforts to maintain a competitive edge, must focus on creating an environment that sustains and nurtures employee motivation through appropriate strategies, including career development opportunities, performance-based rewards, and regular recognition for achievements.

Training and development are other essential factors that directly influence employee performance. Structured learning programs, on-the-job training, and skill-enhancement workshops help equip employees with the technical and soft skills necessary to perform effectively in their roles. In the fast-evolving tech industry, continuous development is vital to ensure that employees stay current with new technologies, systems, and best practices (Ramadhan et al., 2021). PT. Galaxy Solusindo Malang, operating in a sector characterized by rapid technological advancement, requires a workforce that is continually updated with new knowledge and skills. Employees who have access to regular, structured training are more confident in their ability to perform tasks and respond to changing market demands. However, inconsistencies in the quality and frequency of training across departments have been identified as a challenge, potentially leading to performance disparities within the organization. Furthermore, employees who are not given sufficient opportunities for professional development may find it difficult to handle the increasing demands of the role, thereby negatively affecting their overall performance.

Leadership style plays a significant role in shaping employee performance. Effective leaders provide guidance, support, and feedback, fostering an environment that promotes engagement and high performance. Transformational leadership, characterized by the ability to motivate, inspire, and empower employees, is particularly effective in driving performance outcomes (Santoso et al., 2022). At PT. Galaxy Solusindo Malang, leadership effectiveness is a key factor influencing not only team coordination and problem-solving efficiency but also employee motivation and engagement. Leaders who actively communicate with their teams, set clear expectations, and provide consistent feedback contribute to creating a positive work environment. On the other hand, gaps in leadership effectiveness, such as a lack of support during high-pressure periods or poor conflict resolution, may lead to disengagement and hinder performance. The company must ensure that its leaders possess the necessary skills and emotional intelligence to support their teams effectively, particularly during challenging situations.

The work environment, encompassing physical conditions, organizational culture, and interpersonal relationships, significantly affects performance outcomes. A positive work environment promotes collaboration, reduces stress, and enhances job satisfaction, which in turn leads to higher productivity and greater employee retention (Hidayat & Nugroho, 2022). At PT. Galaxy Solusindo Malang, the company's organizational culture and the quality of interpersonal relationships among employees are vital to ensuring consistent performance. However, challenges arise when employees experience high workloads, particularly during peak periods, leading to stress and fatigue. This is particularly true in industries where deadlines are tight, and

project timelines are demanding. PT. Galaxy Solusindo Malang must ensure that its work environment is conducive to productivity, which may include addressing workload distribution, improving employee well-being programs, and creating a supportive and collaborative culture.

Communication effectiveness is integral to performance, as it enables clarity of expectations, fosters collaboration, and enhances coordination among team members. When communication is clear, employees are more likely to understand their roles, align their efforts with organizational goals, and work collaboratively. Poor communication, on the other hand, can lead to misunderstandings, inefficiencies, and decreased morale (Rachman & Dewi, 2023). At PT. Galaxy Solusindo Malang, ensuring effective communication within teams and across the organization is crucial to maintaining high performance. The company must ensure that communication channels are open, transparent, and efficient, which will enhance task clarity, reduce errors, and foster collaboration among employees.

Employee engagement plays a critical role as a mediator between organizational practices and performance outcomes. Engaged employees demonstrate greater commitment, proactive behavior, and resilience, contributing to higher performance levels and stronger organizational outcomes (Alfiansyah et al., 2022). High levels of engagement are typically associated with leadership support, motivation, recognition, and a positive work environment. However, challenges related to inconsistent recognition practices or lack of employee involvement in decision-making can undermine engagement and lead to decreased motivation. At PT. Galaxy Solusindo Malang, fostering higher levels of engagement will require more consistent recognition practices, better alignment of employees' roles with their skills, and the provision of opportunities for personal and professional growth.

In today's digital economy, technological proficiency and adaptability are crucial for employees to remain competitive and efficient. Employees who are capable of leveraging technology and adapting to change are more likely to demonstrate higher problem-solving abilities and operational efficiency (Prasetyo et al., 2021). For PT. Galaxy Solusindo Malang, which operates in a technology-driven sector, it is essential for employees to stay abreast of the latest technological developments and tools. Ensuring that employees have access to training on new software systems and operational protocols will be key to enhancing their productivity and optimizing overall performance.

Despite the recognition of these factors, many organizations in Indonesia, including PT. Galaxy Solusindo Malang, face challenges in systematically managing them. Issues such as inconsistent training, unclear performance evaluation processes, and uneven workload distribution often limit employees' potential and hinder organizational growth (Hendri, 2021). For PT. Galaxy Solusindo Malang, this can result in suboptimal performance outcomes, decreased employee morale, and reduced productivity. In order to address these challenges, the company must take a more comprehensive and systematic approach to human resource management that considers not only individual factors but also organizational practices and environmental conditions that impact performance.

This study aims to identify and analyze the factors affecting employee performance at PT. Galaxy Solusindo Malang by exploring a combination of personal, organizational, and environmental factors. By using a qualitative approach, this study will provide a detailed understanding of what drives or inhibits employee performance

within the company. The findings will offer actionable insights for management to implement targeted interventions that can optimize employee performance. These interventions may include improving leadership practices, standardizing training programs, refining communication strategies, and enhancing the work environment to foster greater employee engagement and satisfaction. Ultimately, the goal of this research is to contribute to the development of more effective human resource management practices that will improve individual and organizational performance at PT. Galaxy Solusindo Malang, and ultimately drive the company's long-term success and sustainability.

RESEARCH METHOD

The study employs a qualitative descriptive design, which is well-suited for investigating complex phenomena like the factors influencing employee performance in detail (Creswell, 2021). This approach allows the researcher to deeply explore the multiple dimensions that contribute to employee performance, including personal, organizational, and environmental factors. Qualitative research methods are particularly effective in capturing the nuanced perspectives and lived experiences of individuals within the organization, offering a rich understanding of how various factors interact and impact performance outcomes. By focusing on in-depth data collection and analysis, this study aims to uncover not only the factors that influence employee performance but also the underlying dynamics that may not be immediately apparent through quantitative approaches.

Data collection for this study involved multiple methods to ensure comprehensive and diverse insights into the factors affecting employee performance. Semi-structured interviews were conducted with a variety of key stakeholders, including HR personnel, managers, supervisors, and employees across different departments. The interviews were designed to capture a wide range of perspectives on the challenges and experiences that impact employee performance. Open-ended questions were used to encourage respondents to share detailed accounts of their experiences, challenges, and suggestions for improvement. This approach enabled participants to provide a deeper understanding of their perceptions regarding organizational practices, leadership, motivation, training, and the work environment. Through these interviews, the research captured personal and organizational insights that might otherwise have been overlooked in a more structured or rigid format.

In addition to interviews, observation was conducted in the workplace to directly assess employee behavior, teamwork dynamics, and operational practices. This method allowed the researcher to gather real-time data on how employees interact, collaborate, and perform tasks in their everyday work environment. Observations provided a complementary source of information that helped validate the insights gathered from interviews. For instance, while employees may describe certain challenges or factors during interviews, direct observation provided the opportunity to see those factors in action—such as how leadership communication affects team coordination or how the physical workspace impacts employee behavior. Observing employees in their natural work setting also revealed implicit factors that influence performance, such as unspoken norms, group dynamics, and informal communication channels that might not be captured in formal interviews.

Document analysis was another critical data collection method, offering a historical and procedural perspective on employee performance. The analysis included a

review of various organizational documents, such as performance evaluations, HR manuals, training records, internal memos, and workload reports. These documents provided valuable insights into the formal structures and policies that shape employee performance, such as training opportunities, performance assessment criteria, and workload distribution. Analyzing these documents also allowed the researcher to cross-check and corroborate the data collected from interviews and observations. For example, performance evaluations offered a more objective view of how employees' performance was rated and the criteria used, while HR manuals and internal memos provided context about organizational expectations, goals, and any formal communication about performance standards or employee development initiatives.

The data analysis was conducted using Miles & Huberman's (2020) interactive model, which involves three main processes: data reduction, data display, and conclusion drawing. Data reduction refers to the process of simplifying and focusing the vast amount of qualitative data collected, ensuring that only the most relevant information is retained for further analysis. This step involved reviewing transcripts, notes, and documents, and selecting key themes or patterns that emerged from the data. Data display involved organizing the data in a meaningful way to highlight key trends, relationships, and emerging patterns. Visual aids such as charts or matrices were used to organize and present the data, making it easier to identify common themes across interviews, observations, and documents. Conclusion drawing is the final step in the analysis, where the researcher synthesized the data to draw meaningful interpretations and insights about the factors that influence employee performance.

In terms of coding, open coding was used initially to categorize and identify broad themes within the data, such as leadership, motivation, work environment, and training. Next, axial coding was employed to explore the relationships between different factors and how they might interact to affect employee performance. For example, the relationship between leadership style and employee motivation was explored to determine how specific leadership behaviors either enhanced or hindered motivation. Finally, selective coding helped identify the most dominant factors impacting performance, allowing the researcher to focus on the key drivers of performance and the areas where intervention may be necessary.

To ensure the credibility and reliability of the study's findings, triangulation was applied, which involved comparing and cross-referencing data from different sources—interviews, observations, and document analysis. This approach helped to confirm the consistency of the findings and identify any discrepancies or contradictions between the different data sets. Triangulation not only strengthens the validity of the study but also provides a more well-rounded understanding of the factors affecting employee performance at PT. Galaxy Solusindo Malang.

By utilizing these qualitative research methods and analysis techniques, the study is able to offer a comprehensive and multifaceted understanding of the factors that influence employee performance within the organization. The combination of interviews, observations, and document analysis allows for a deep exploration of both the subjective experiences of employees and the objective data from organizational processes, creating a robust and reliable foundation for the conclusions and recommendations provided in the study.

RESULTS AND DISCUSSION

The study reveals several critical factors influencing employee performance at PT. Galaxy Solusindo Malang. These factors, spanning personal, organizational, and environmental domains, are interdependent and collectively shape the overall performance outcomes of employees. The findings, drawn from interviews, observations, and document analysis, provide a detailed and multifaceted understanding of the variables that impact performance. Each of these factors is discussed below in greater detail.

Motivation

Motivation is consistently recognized as a fundamental driver of employee performance. At PT. Galaxy Solusindo Malang, employees who were intrinsically and extrinsically motivated demonstrated higher engagement, initiative, and consistent productivity. Motivated employees were more likely to exceed their performance targets, take on additional responsibilities, and proactively solve problems during challenging periods. This aligns with the findings of Hendri (2021) and Wijaya & Suryanto (2022), who found that motivation is a key contributor to organizational performance. For instance, employees who felt motivated by both internal factors (such as personal career growth or achievement) and external rewards (such as bonuses or recognition) were better able to maintain focus during stressful periods. These employees were also more likely to engage in voluntary overtime and contribute positively to the team dynamic.

Conversely, employees who lacked motivation were often disengaged, exhibited reduced enthusiasm for their work, and struggled to meet performance targets. This disengagement was particularly noticeable during peak project periods when additional effort and initiative were required. Low motivation was often correlated with delays in project timelines, lack of ownership, and a tendency to minimize the effort put into completing tasks. This finding underscores the importance of understanding what drives motivation in the workforce and developing strategies to maintain and enhance motivation levels across all departments. By providing more targeted incentives, recognition programs, and fostering a stronger sense of purpose, PT. Galaxy Solusindo Malang can enhance employee performance and productivity.

Training and Development

Training and development were found to be instrumental in improving employee capabilities and enhancing performance. The structured training programs offered by PT. Galaxy Solusindo Malang provided employees with essential skills and knowledge, particularly in areas such as technical proficiency and operational efficiency. Employees who underwent regular, structured training demonstrated better decision-making, problem-solving abilities, and a greater understanding of the tools required for their roles. This aligns with Ramadhan et al. (2021), who emphasized the importance of continuous learning and development for enhancing employee competence.

However, the study also highlighted that the depth and frequency of training programs varied across departments, which led to discrepancies in skill levels among employees. For example, while technical teams received frequent and comprehensive training on new software systems, employees in customer support roles reported fewer opportunities for skill development, which led to a gap in performance standards across teams. Employees who lacked sufficient training struggled to perform tasks efficiently,

especially when facing new or complex challenges. These inconsistencies in training frequency and coverage led to uneven performance levels across the organization, suggesting that PT. Galaxy Solusindo Malang should standardize training initiatives to ensure all employees, regardless of department, have equal access to professional development opportunities. By offering more comprehensive and department-specific training, PT. Galaxy Solusindo Malang can further enhance its employees' skills and increase overall performance consistency.

Leadership Style

Leadership style was a crucial factor influencing employee performance. The research found that supportive and participative leadership styles had a direct positive impact on employee engagement, motivation, and performance. Leaders who communicated openly with their teams, provided constructive feedback, and created opportunities for employees to voice their opinions were more successful in fostering a high-performance work culture. Employees reported that they felt more valued and motivated when they worked under such leadership, which led to greater job satisfaction and improved performance.

Conversely, authoritarian leadership or ineffective leadership practices were associated with lower performance outcomes. Employees working under these types of leaders reported feeling disengaged, confused, or unsupported, which negatively affected their ability to meet targets and collaborate effectively with their teams. In some cases, ineffective leadership led to unclear task delegation and a lack of direction, causing delays and errors in project completion. This finding aligns with Santoso et al. (2022), who emphasized that leadership plays a central role in shaping not only performance outcomes but also employee morale and engagement. At PT. Galaxy Solusindo Malang, leadership training programs that focus on developing emotional intelligence, communication skills, and participatory decision-making processes could enhance leadership effectiveness and, in turn, improve employee performance across all departments.

Work Environment

The work environment, which encompasses both physical and social aspects, was found to have a significant impact on employee performance. A positive work environment that promotes collaboration, creativity, and stress reduction contributed to higher performance levels and greater job satisfaction. Employees who worked in supportive, resource-rich environments where they had access to the necessary tools, equipment, and safety measures reported being more focused and productive. Moreover, a strong organizational culture, marked by mutual respect, teamwork, and open communication, further enhanced employee satisfaction and performance.

However, the study also identified challenges in maintaining a positive work environment, particularly during peak periods of workload. Employees reported that high workload intensity during busy periods led to physical and emotional stress, which negatively impacted performance. While the physical work environment was generally well-maintained, employees noted that work pressures during peak seasons led to burnout and fatigue, which in turn reduced productivity and efficiency. This finding aligns with Hidayat & Nugroho (2022), who argue that work-related stress and inadequate workload management can undermine employee performance. PT. Galaxy Solusindo Malang may benefit from implementing strategies to better manage workload

distribution, such as redistributing tasks, hiring temporary staff during peak seasons, or integrating time management training to help employees better cope with high-pressure periods.

Communication

Effective communication emerged as a key factor influencing employee performance at PT. Galaxy Solusindo Malang. Employees highlighted the importance of clear instructions, timely feedback, and open discussion channels in ensuring task clarity and fostering coordination across teams. Effective communication facilitated smoother workflows, reduced misunderstandings, and improved overall team collaboration. Employees who received regular feedback felt more confident in their roles and were better equipped to address performance challenges.

However, poor communication was found to be a major barrier to performance, particularly when it came to task delegation, feedback, and cross-departmental coordination. Employees reported that in some departments, communication was often delayed, and instructions were unclear, leading to confusion, inefficiencies, and missed deadlines. This finding is consistent with Rachman & Dewi (2023), who argue that poor communication contributes to misunderstandings, errors, and delays in project execution. PT. Galaxy Solusindo Malang could address this issue by improving communication channels across departments, establishing clear communication protocols, and fostering a culture of regular feedback and dialogue.

Employee Engagement

Employee engagement was found to be a significant mediator between organizational practices and performance outcomes. Engaged employees were more committed, proactive, and resilient in their roles, contributing to higher overall performance. Engagement was positively influenced by factors such as leadership, motivation, and opportunities for development. Employees who felt recognized, supported, and valued by their leaders were more likely to engage in discretionary behaviors, such as going above and beyond their job requirements.

The study revealed that while some employees were highly engaged, others felt disconnected from the organization due to inconsistent recognition practices or lack of involvement in decision-making processes. This disengagement led to lower performance levels, as disengaged employees were less likely to take initiative or offer innovative solutions to challenges. This finding is consistent with Alfiansyah et al. (2022), who emphasize the importance of employee engagement in driving performance. PT. Galaxy Solusindo Malang should consider implementing more consistent recognition programs, increasing employee involvement in decision-making processes, and providing opportunities for career development to foster higher engagement levels across the workforce.

Adaptability and Technological Proficiency

Adaptability and technological proficiency were also identified as critical factors influencing employee performance. In the fast-paced technology-driven industry in which PT. Galaxy Solusindo Malang operates, employees must continuously adapt to new software systems, tools, and operational processes. Employees who demonstrated the ability to quickly learn and implement new technologies maintained higher levels of efficiency and performance. This adaptability allowed employees to tackle complex

tasks more effectively, resolve issues faster, and contribute to the organization's innovation efforts.

Employees who struggled to adapt to technological changes, however, faced difficulties in keeping up with workflow demands, leading to delays and errors. The study supports Prasetyo et al. (2021), who argue that continuous technological training and development are essential for maintaining employee performance in a technology-driven environment. To enhance technological proficiency, PT. Galaxy Solusindo Malang should invest in regular technical training programs, provide employees with the tools

Conclusion

Employee performance at PT. Galaxy Solusindo Malang is shaped by several critical factors that interact and influence one another in complex ways. These factors include motivation, leadership, training and development, work environment, communication, employee engagement, and adaptability to new technologies. The study found that when employees are motivated, well-trained, supported by effective leadership, and work in a positive and collaborative environment, their performance tends to be higher. Employees who are motivated by intrinsic and extrinsic factors are more likely to exceed performance targets, demonstrate initiative, and contribute positively to the organization's overall objectives. Moreover, strong leadership plays a significant role in driving team morale, fostering engagement, and providing clear guidance, which, in turn, enhances employee performance.

Training and development are also crucial in enabling employees to stay competent in their roles, especially in a fast-paced, technology-driven industry. Employees who receive regular, structured training are better equipped to perform their tasks effectively and adapt to new technologies and processes. A supportive work environment that encourages collaboration, reduces stress, and provides necessary resources is equally essential for maintaining consistent performance. The study further emphasized the importance of clear and open communication, as it enhances task clarity, reduces misunderstandings, and fosters better coordination across teams.

On the other hand, gaps or deficiencies in these key areas can hinder performance. For example, low motivation or lack of engagement can lead to disengagement, reduced productivity, and missed targets. Inconsistent training programs, unclear communication, or poor leadership can create confusion and inefficiency, affecting employees' ability to perform their roles optimally. The study highlights that without addressing these areas, the organization risks decreased operational efficiency and lower employee morale, ultimately impacting its competitive edge in the industry.

In conclusion, employee performance at PT. Galaxy Solusindo Malang is a dynamic outcome influenced by multiple interrelated factors. To optimize performance, the company must focus on enhancing these critical areas through strategic management interventions. Strengthening leadership practices, offering consistent and relevant training, improving communication channels, fostering a supportive work environment, and enhancing employee motivation and engagement will contribute significantly to sustaining and improving employee performance, ensuring the company's continued success in a competitive market.

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