



Implementation Of Performance Management At Isana Delimart Supermarket Using Deming Model Tanjungpinang

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Abstract. *The purpose of this research is to find out about the implementation of existing performance at ISANA DELIMART supermarket using the Deming model in terms of planning, implementation, evaluation, and corrective action. The research method used to complete this research is a qualitative method with a descriptive approach, which involves interviews conducted with the ISANA DELIMART supermarket, observations made on performance management at the ISANA DELIMART supermarket, and documentation as a data collection method. The population in the study was the manager and all employees of ISANA DELIMART supermarket, while the sample used was the manager and 1 employee of ISANA DELIMART supermarket. The results of this study indicate that ISANA DELIMART supermarket has not implemented performance management properly, all because there are still problems that occur in implementing management which can affect performance management at ISANA DELIMART supermarket. So the final result of the research can be done by ISANA DELIMART supermarket by improving the way of working in the implementation of its planning.*

Keywords: *Implementation, Performance Management, Deming Model*

BACKGROUND

Competition between companies is getting bigger and increasing, resulting in the need for quality human resources also increasing. Human resources are one of the important factors in the development of a company or organization, because the survival of the company is determined by the success of its employees in achieving the goals set by the company. In order for these goals to be achieved, effective and efficient management is needed. The management carried out is performance management. Performance management in each company must implement performance management in different ways, which also causes differences in duties and responsibilities of its employees.

Performance management is trying to provide an enlightenment and answers to various problems that occur in an organization both caused by internal and external factors, so that what is experienced at this time does not have a negative influence on the company's current and future activities. There are several conditions that must be met by an organization in order to function and play a role in performance management properly, namely: 1) The management of the company must put forward the concept of communication that is multi-communication (multicommunication). Multi-communication means that the management of the company does not close itself to various incoming information and communicate the various information

but still prioritizes the concept of filter information. Filter information means that incoming information is accepted but then selected or sorted out which information is considered feasible and infeasible to be used as input and then the information is made into study material, and 2) The acquisition of various information received from the filter information process is made as material for study at various meetings in the development of performance management towards the achievement of work results and so on. This is as said by Robert Bacal that "Performance management can provide scheduled forums to discuss work progress, so that employees can receive the good feedback they need to assess how far they have achieved, and know where they are". This concept is considered effective for continuous improvement.

In Tanjungpinang City, there are currently many supermarkets that have been established which provide daily necessities. One of the supermarkets that provides daily products is ISANA DELIMART supermarket. ISANA DELIMART Supermarket. ISANA DELIMART was established in 2016 and developed in 2022. ISANA DELIMART supermarket has opened more than 5 branches in Tanjungpinang. ISANA DELIMART is the eighth branch that is present and ready to help the community by providing daily necessities at affordable prices, besides that ISANA DELIMART supermarket also provides a comfortable meeting place for visitors who want to shop. In this supermarket there is a performance management system that is applied to be used as a tool to measure the performance of this supermarket which can help determine the level of performance or results at ISANA DELIMART supermarket. With its rapid development, ISANA DELIMART requires performance management in order to help develop where it also requires employees who have quality skills or proficiency.

Thus, this research was conducted to explain how performance management is implemented at ISANA DELIMART supermarket. The performance management is carried out with 4 stages, starting with planning, implementation, evaluation, and corrective action.

LITERATURE REVIEW

1. Management

Based on Luther Gullick's opinion in the Performance Management Book, explaining that Management is a field of science that tries regularly to interpret why and how people work together to reach certain goals and make this system more profitable for humans. By combining rationalism (a view based on experiences that have occurred) and empiricism (scientific thinking methods), which is considered a science. Meanwhile, according to James A.F Stoner and Gilbert Jr, states that management is the process of

designing, managing, acting, and observing the efforts of organizational members and the use of other organizational resources to achieve organizational goals. However, according to Mary Parker Follet, management can also be seen as the art of doing work through other people (The art of getting done through people). (kefvin mustika, 2022) In this definition, a manager involves other people to perform various tasks that have been arranged by them to achieve organizational goals. Therefore, managers' skills must be developed through assessment and training. A manager must understand and master the right leadership style because management is considered an art. The right leadership style can be applied in various situations and contexts. Management is very broad in its meaning, as the above understanding shows. No definition is used consistently between companies, organizations, or activities. However, it generally and conveniently covers the essential elements of managing a business or organization.

2. Performance Management

According to (Yuningsih et al., 2019), performance management is a series of activities starting from planning, monitoring, assessing, and rewarding or punishing which are carried out on an ongoing basis. According to Armstrong, performance management is a strategic and integrated approach to delivering sustainable success to an organization by improving the performance of the employees who work in it and by developing the capabilities of teams and individual contributors. Performance management systems develop in various perspectives that function as work processes consisting of interconnected activities that must collectively operate efficiently (A New Decade for Social Changes, n.d.).

According to (M. Kinerja et al., 2017), performance management is a chain of functions in the human resource management cycle that is directly related to the achievement of goals and objectives in fulfilling the company's vision and mission. Implementing performance management consistently, has a contribution to employees in achieving company goals effectively (Nugroho et al., 2015).

According to Wibowo, performance implementation is an absolute necessity for every company to achieve goals by organizing harmonious and structured cooperation between leaders and subordinates. Performance management will be realized if there is a synergistic relationship and desire between superiors and subordinates in a joint effort to realize the company's vision and mission. Performance management begins with a strategic plan to performance evaluation and performance improvement. Thus, it is a comprehensive process (Prof. Dr. Wibowo S.E., 2018). For this reason, one of the basics

of realizing the concept of performance management is to develop and prioritize effective communication between various parties both in the company's internal and external environment.

3. Stages of Performance Management

Performance management stages according to Williams, there are four main stages in the implementation of performance management, namely:

a. Directing (planning).

This is the stage of identifying work behavior and the basis for measuring performance. Concrete direction of the work behavior and planning of the targets to be achieved, when they will be achieved, and the assistance that will be needed are then carried out. Target indicators are also defined at this stage. According to Khera, target/goal setting will be effective if SMART is adopted, where SMART stands for Specific, Measureable, Achievable, Realistic, and Timebound. A target must be clear what will be achieved and how to achieve it (specific), measurable and others can understand or see its success. The target must be possible to achieve, not too low or excessive (achievable), reasonable and in accordance with conditions or realities (realistic), and clear time targets (timebound).

b. Managing/supporting

Is the application of monitoring or supervision to organizational processes. This stage focuses on managing, supporting, and controlling the process so that it stays on track. The path intended here is the criteria and work processes that are in accordance with applicable procedures in an organization.

c. Review/appraising

The third stage includes an evaluation step. Evaluation is done with a flashback/review of the performance that has been carried out. After that, performance is assessed or measured (appraising).

d. Developing/rewarding

A stage that focuses on development and rewards. The results of the evaluation serve as a guideline for deciding whether to reward or punish the next action.

RESEARCH METHODS

This research was conducted at ISANA DELIMART supermarket which is located at Jl. Wiratno, Kp. Baru, Kec Tanjungpinang, Barat, Tanjungpinang City, Riau Islands 29112. The research is a qualitative method with a descriptive approach, which involves interviews conducted with the ISANA DELIMART supermarket, observations made on performance management at the ISANA DELIMART supermarket, and documentation as a data collection method. The population in the study was the manager and all employees of ISANA DELIMART supermarket, while the sample used was the manager and 1 employee of ISANA DELIMART supermarket.

RESULTS AND DISCUSSION

After the research, the final results of the research conducted at ISANA DELIMART supermarket are as follows:

Performance Stages at ISANA DELIMART Supermarket:

1) Planning

ISANA DELIMART supermarket makes a planning to help the development of self-service. The planning is related to the expansion of ISANA DELIMART supermarket branches, recruiting employees who have quality, and improving performance or work results at ISANA DELIMART supermarket.

2) Implementation

To implement the planning that has been made, the ISANA DELIMART supermarket needs to carry out an implementation process so that the planning can help improve the ISANA DELIMART supermarket. However, there are still mistakes that often occur when implementing the plans that have been made, namely in planning to improve employee performance, which occurs due to the lack of training and assessment carried out by the ISANA DELIMART supermarket.

3) Evaluation

When planning has been determined to achieve the target and implementation is carried out, an evaluation is also needed by those who have high rights in the ISANA DELIMART supermarket in order to find out whether the implementation carried out regarding the predetermined planning is successful or not. After knowing what problems occur, the ISANA DELIMART supermarket evaluates what impacts are the causes.

4) Corrective Action

After conducting the evaluation, the last step is to follow up on the problems found in the implementation process. To solve the problem, the ISANA DELIMART supermarket must find a solution that can solve it.

Benefits of Performance Management Implementation for ISANA DELIMART:

The benefits that can be received for ISANA DELIMART supermarket by implementing kinera management properly and correctly are as follows;

- 1) Improved work orientation to employees.
- 2) To improve employee skills.
- 3) In an effort to retain quality employees.
- 4) To encourage and support employee performance.
- 5) To help develop employee performance and capabilities.

CONCLUSION

Based on the research that has been conducted, the researcher can draw conclusions that:

ISANA DELIMART Supermarket has done good planning to help the development of the supermarket. The planning includes branch expansion, recruitment of qualified employees, and improving employee performance. However, in its implementation, there are still mistakes that often occur, namely in planning for improving employee performance. This is due to the lack of training and assessment conducted by ISANA DELIMART Supermarket.

After conducting an evaluation, ISANA DELIMART Supermarket realized that the error had an impact on employee performance. Therefore, the supermarket needs to take corrective action by providing training and assessments to employees on a regular basis. Corrective action itself is expected to improve employee performance and help ISANA DELIMART Supermarket achieve its goals.

SUGGESTION

Based on the research that has been done, the suggestions that can be given by researchers to the manager of the ISANA DELIMART supermarket are:

1. ISANA DELIMART Supermarket needs to increase the frequency of employee training. The training can include various things, such as improving employees' skills, knowledge, and work attitudes.
2. ISANA DELIMART Supermarket needs to conduct regular evaluations of all plans that have been made. This evaluation is important to ensure that the plan is running as expected and can achieve the desired goals.

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