

Implementation Of Performance Management In Sarimart Minimarket Branch Bt. 8 Upper

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Abstract. *Performance management applications for employees at minimum are a matter of concern. With that the company should always review all the aspects that build up inside the company. Surely the company needs a long-term planning process using performance management. The purpose of this study is to identify the implementation of performance management in employees at the bt branch minimum sarimart.8 Tanjungpinang. The research method used in this study is qualitative. The results of this study show how the implementation of performance management at the bt branch sarimart minime.8, peers have implemented performance management through the following process of performance planning, performance planning, training, and guidance, performance assessment and evaluation.*

Keywords : *Application, performance management, employee*

BACKGROUND

In the business world, there are various types of businesses that are growing rapidly, one of which is the retail business. The retail business continues to develop and is spread across various regions and is an important part of being able to meet the needs of the community, especially in the Tanjungpinang area, Riau Islands.

One of them is the Sarimart Minimarket in the Tanjungpinang area which was founded in 2019 and has become a fast-growing modern retail business. So it has three branches, namely the upper bt.8 area, bt.10 and likes swimming. Sarimart is also well known in the Tanjungpinang area which has created trust among consumers who have shopped at Sarimart.

Developments in companies in various fields continue to grow, which increases job opportunities as the number of companies increases. Companies need employees who are able to help carry out planning to achieve company goals. With this, companies must always pay attention to all aspects of building a company. For this reason, companies need long-term activity planning using performance management.

The company's development cannot be separated from the support from various parties from inside and outside the company. In a company where management plays a strategic role, the organization's human resource management strategy to achieve its goals and put strategic plans into action to face competition must take its human resources into account (Efendi, 2021).

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Implementing a Performance Management System allows companies to: Manage performance reviews in a principled and transparent manner so that each member of the company can evaluate their performance. Successful Individuals provide a company basis for determining which employees perform well based on job characteristics (Alimudin, 2017).

Performance management can help the process of running a company and employees to achieve the goals they want well. Performance management is also a system that connects employees to the company. In implementation, performance management has a role in achieving the best results for working employees. Performance management itself in the company system is very useful not only as an application for employees but also for the company itself. Good employee performance is very dependent on the company's future success. The importance of implementing performance management in a company is very important.

Companies must have knowledgeable and highly skilled employees so that management has a positive impact on the company and improves employee performance, this will advance the company. Employees as the company's human resources determine the company's ability to achieve company continuity and company goals (Syahputra, 2018).

In practice, there are companies that are still confused about implementing performance management within their company. Usually this can be seen in small or medium businesses that do not really consider performance management to be necessary, in contrast to large companies which already consider performance management to be necessary in the performance process for their company.

The purpose of writing this journal is that the researcher wants to describe the application of performance management at Sarimart, as well as look for applications that have been carried out by Sarimart employees in shaping employee quality with performance management. This research also aims to see the impact of implementing performance management in the company on employee quality. The researchers hope to help clarify understanding for readers regarding the application of performance management to the quality of Disarimart employees.

THEORETICAL STUDY

1. Performance Management

Performance refers to the work results that have been achieved in carrying out various tasks and is a mixture of several important factors, namely the employee's skills and interests, skills and interests are explained by the tasks and roles and the level of encouragement of an employee. (Abdurrahman, 2019 in Nurfitriani MM, 2022).

Performance management is an ongoing communication effort between employees and their superiors with the aim of achieving the company's main goals. Performance management is actually important for the success of a company because it can help align individuals with other resources to maximize the achievement of organizational goals (Management et al., 2021).

Process management enables the administration of all company activities through managing its processes. This often requires the application of rules consistent with corporate strategy across the long, medium, and short term by all levels of the hierarchy (Ouazzani-Chahidi et al., 2023).

Performance management is an organization's steps and efforts to improve individual and team performance to meet its goals. This can be understood as one of the outcomes of human resource management performance, along with service quality. Developing quality requires further development of implementation separately and in groups so that with the organization's ambition to do well, it is programmed by the organization to have the greatest positive effect, especially for workers (Putri et al., 2022).

Performance management is an activity carried out within the company to regulate company planning and to achieve this requires human resources. By having existing human resources, companies can carry out corporate planning with the capabilities of employees and the task of achieving company goals (Anwar & Budi, 2018).

Performance management helps in planning the steps that will be the way for the company to achieve its goals. For this reason, it is necessary to understand performance management for employees within the company. Achieving company goals shows and shows the results of the company's work in terms of performance. In this way, the essence of performance management is how to manage all company activities in order to achieve predetermined company goals (Damayanti & Karim, 2017).

Basically, performance management is a series of activities from planning to implementation, monitoring/assessing performance, evaluating and monitoring performance in the form of giving rewards and punishments. The sequence of operations must be carried out continuously (Yuningsih et al., 2017).

In its scope, performance management includes activities to analyze the goals of each work group and ensure there is a relationship with the goals of the entire company, analyzing employee skills, and assigning tasks related to the goals. Properly socialize goals and expectations to each employee and obtain agreement on these goals and expectations, recognize and introduce the performance of each employee well, know which employee's performance they want to improve and provide encouragement to employees to improve their performance (Prof. Dr. Wibowo, 2017).

The objectives of performance management are (Williams, 1998; Armstrong & Baron, 2005; Wibisono, 2006 in (Daryanto, 2022):

1. Making the performance of the organization structured and organized.
2. To measure the results and objectives of organizational performance.
3. Implementing decisions that have been determined by the organization related to the performance of the organization, all performance within the organization.
4. Develop expertise throughout the organization by improving continuously.
5. Support employees to follow instructions intensively and productively for the best work results.

Having the goals in performance management will help companies and employees to improve and develop sustainability in the organization.

In essence, performance management is the overall management of organizational activities in order to achieve predetermined goals. The benefits provided by performance management are not only for organizations but also for managers and individuals. For organizations, the benefits of performance management include balancing the goals of the organization and the goals of groups and individuals within it, improving performance, encouraging employee interest, developing responsibility, providing development and training processes, as well as developing skills, fighting for development and improvement for sustainability, and encouraging activities to change organizational culture. The benefits of performance management for managers include improving team and individual performance, working with non-financial rewards for staff, helping low performing workers, encouraging leadership, motivation boosting activities as well as developing teams, a framework for reviewing performance and levels of ability and expertise (Hery, 2021) .

2. Implementation of Performance Management

As is now known, implementing a performance management system requires the involvement of many actors. Before the system is implemented, a successful communication plan must be implemented, so that it can be accepted by the performance management system. Part of the communications plan includes an explanation of the appeals process, training, and employee performance development.

In Nigeria, Sule-Dan & Ilesanmi (2015) investigated the organizational impact of discipline on organizational effectiveness in the public sector with an emphasis on the Nigerian Customs Service where the main objective of this research was to find out whether there is a relationship between discipline and public performance and effectiveness. This research measures organizational effectiveness using; Care in employee selection requires an effective incentive system, rules and regulations, awareness that the rules are followed (Muthoni Nduati & Wanyoike, nd).

Dharma (2015) puts forward the performance management system as an integration process that combines various parts of human resource management with organizational targets. Performance management has several stages, namely:

1. Performance planning stage, where in this stage the company determines what kind of planning activities the company wants to carry out in the future. Determine standards for the company, company goals and objectives.
2. Performance implementation stage, after planning is made, the next step is implementation. When the implementation of the plans made is not in harmony, new plans and goals are created.
3. Performance assessment stage, the assessment is carried out in order to know the overall progress of the process that has been carried out.
4. Follow-up stage, after giving an assessment to the company's employees, of course, an effort must be made to maximize employee performance so that the company can see the effectiveness of the actions or efforts taken to optimize the results of implementing the actions that have been carried out by the company. In general, follow-up efforts are carried out depending on the intensity of the problems faced from the results of analysis and evaluation of employee performance, then the leader will take various alternative actions as a follow-up effort (simanjuntak, 2011).

3. Employee Performance

Companies usually use employee performance as a standard when evaluating their workforce. Employees whose performance is equal to or even above the requirements may be rewarded, and conversely, employees who do not meet the requirements will suffer negative impacts. Promotions, salary increases, transfers and termination of employment are just a few examples of rewards and punishments (Widjaja, 2021).

Employee performance is one of the most important factors that determines the success of a business. Therefore, many managers are trying to find innovative ways in company performance management systems to motivate employees and evaluate their performance efficiently and effectively. The main goal of employee motivation is to increase their productivity and increase their connection to the host organization they work for (Almulaiki, 2023).

According to Mangkunegara (2014), performance means that an employee can produce performance that is in accordance with the quality and quantity in carrying out their duties, namely in accordance with the obligations they have been given.

Employee performance determines the process of carrying out activities within the company, with good quality performance the company is able to smoothly achieve the desired goals. In this there is a role for the company to help improve the quality of its employees. Companies and employees work together to achieve goals, therefore there must be a good relationship between the two (Management et al., 2021).

Employee performance can also be influenced by work discipline. According to Turangan et al., (2016) in Natalia Susanto (2019) Work discipline is one of the attitude factors in taking action that can influence employee performance. Good discipline will show how responsible a person is for the tasks given to him (Pratiwi et al., 2023).

Employee performance is a very important factor for a business. Performance is an expression of behavior at work of an employee which is represented as job performance that is in accordance with a person's role in the company within a certain period of time. Indeed, employee performance really determines the success and survival of the company (Sadat et al., 2020).

Employees are human resources who work in a company, government and business. According to Hadari Nawawi, human resources are what drives an organization/company (Ma'ruf Abdullah, 2020)

RESEARCH METHODS

In this research, researchers obtained data using descriptive qualitative methods. This method describes activities that occur directly. Data collection was obtained by observation, interviews and literature study. The interview was conducted with an employee with a supervisory position.

According to Moleong (2017), descriptive research is research that contains data quotations to provide an overview of the presentation of research reports. The data quotations presented are the result of interviews, field notes, personal documentation, notes or memos and other official documents (Management et al., 2022).

Researchers made observations at Sarimart to obtain observations of events or occurrences. During observations, researchers also recorded photos and interviews. Interviews were conducted by asking questions and answered directly by the resource person and also carried out voice recordings. Interviews were conducted so that researchers knew the existing problems to be researched. Then, there was a literature study where the researcher collected reading books related to the discussion to help collect data as support for this research.

The samples from this research are supervisors and employees in Sarimart. Where the population of Sarimart has six employees.

RESULTS AND DISCUSSION

From several explanations regarding performance management, researchers need to identify the implementation of performance management that has been implemented in companies today. The following are the results of the findings of implementing performance management with 4 stages, namely: planning stage, implementation stage, assessment stage, and follow-up stage.

1. Planning Stage

The planning system implemented in Sarimart is a form of activity carried out by company leaders and supervised by supervisors who direct and control employee activities. Where in the implementation of performance management what is carried out is a continuous communication process in the framework of cooperation between an employee and his superior.

In Sarimart, at the planning stage, employees carry out planning at the beginning of each month. Where the cashier is given a briefing on what must be done. What kind of strategies are carried out to improve performance processes within the company? Sarimart is

planning to develop branches which are planned to be opened outside the Tanjung Pinang area, namely the Kijang City area and its surroundings.

2. Implementation Stage

At the later planning stage, employees carry out instructions diligently and diligently to complete the assigned tasks in accordance with company standards. Employees do this by contributing work to company goals. Where the structure within the company, namely the owner, supervisor and cashier, is clear and each individual already knows what kind of tasks they have to carry out.

The task of a sarimart owner is to control all activities that occur within the sarimart. The owner has the highest power, namely monitoring all existing employees. The owner directs through the supervisor.

The task of the supervisor is to continue the direction of the owner, namely controlling and directing employees. As a supervisor, you have responsibility for other employees. Supervisors provide support to employees so that they always provide good work for employees.

And as for the cashier's duties, in Sarimart the cashier's job is not only to look after the cashier but also to display goods and clean the shop when the shop is open. In carrying out these duties, there is an obstacle when one of the employees is absent when he is sick, so another employee must help carry out the duties of the employee who is absent, there is double duty and he will be working overtime.

Sarimart also carries out implementation in the form of a management skills training program that has been carried out by employees. However, unfortunately this training program is not a routine program within Sarimart.

In its implementation, Sarimart also carries out procedures for serving customers. Sarimart uses an in call mission system such as procedures for receiving money, returning money, offering goods, where this has become the company's operational standard.

3. Assessment Stage

This assessment stage is an advanced stage of the performance management implementation stage, where at this stage evaluation and observation of employee performance is carried out in the Sarimart minimarket. Where employees perform inappropriate performance from their superiors, they will receive sanctions. The assessment carried out is

not only seen based on their performance but also seen from their accuracy regarding the time they come to work, namely morning, afternoon and evening.

Within Sarimart there is an audit team, namely people whose job is to evaluate. Where the audit team is carried out within a period of three months. The audit team carries out checks every day and every month, checks are carried out to find out whether the goods are in accordance with the system and physical goods in the shop. For example, evaluation of items that are carried out every day. Meanwhile, what is done monthly is at the cashier section which is done at the beginning of the month. The assessments carried out every day are more directed towards supervision. With the assessment in Sarimart, it is able to provide confidence to consumers so that Sarimart's customers number more than a thousand customers. Because Disarimart has created a member system for its regular customers. Sarimart also has 3 branches in the upper bt.8, bt.10, and likes swimming.

4. Follow-up stage

In the final stage, namely the follow-up stage, in this stage Sarimart Minimarket takes several actions related to its employees regarding problems experienced by its employees. As is the case in the Sarimart assessment, when the violation committed is still in the minor category, you will receive a verbal warning or something like a reprimand. However, if you violate company rules, you will be given a written warning letter in the form of a summons (SP1, 2, 3) and firm action will be taken, namely dismissal of the employee.

However, in this case, Sarimart said that if a warning cannot bring changes to the employee to become better, then Sarimart will take action in the form of dismissing the employee, which of course is based on recurring problems and the absence of changes from the employee to become better at work. Based on various considerations, the audit team has the right to report unfavorable assessments from employees to the owner to proceed with further action, such as if they have exceeded SP3 then of course there is no further consideration for unilateral dismissal by Sarimart. However, every time the SP owner does it, he will continue to accompany his employees to provide the best solution for every problem they face and provide even better results at work.

CONCLUSION

It can be concluded that the implementation of performance management at Sarimart is quite good, because it can be seen that Sarimart has carried out 4 stages of performance management, namely the planning stage, implementation stage, assessment stage and follow-up stage. The planning stage involves directing and controlling the company to employees such as briefings and continuing with implementation which is carried out diligently and vigorously in accordance with their respective duties. Furthermore, at the assessment stage, when employee performance is not in accordance with the company, they will be given a warning and sanctions. But if you violate company rules, you will be given SP (1,2,3) or dismissal of the employee.

SUGGESTION

1. For employees

If an employee is unable to attend work and is replaced by another employee, the employee who can cover the hours should be given a reward in the form of additional salary. If there is a reward given, it can provide motivation to the employee so that the employee who replaces the hour gets feedback on the results of their performance.

2. For companies

It is best to continue implementing the management skills training program at Sari Mart in a structured manner, so that the quality of its employees' performance can be improved.

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