

Analysis Of The Implementation Of The PDCA Performance Management Model At Kimia Farma

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Abstract. In this era, many organizations are increasingly using the PDCA model to enhance performance management, and one example is Kimia Farma in KM 9 Tanjungpinang. Despite the implementation of the PDCA model, there are still challenges in performance management at Kimia Farma KM 9 Tanjungpinang. The objective of this research is to understand how performance management is implemented at Kimia Farma KM 9 Tanjungpinang. The research method employed is qualitative, utilizing interviews and direct observations with the pharmacy manager and assistant pharmacist at Kimia Farma KM 9 Tanjungpinang. The findings of this research indicate that Kimia Farma has implemented the PDCA model, including monthly planning sessions. Although challenges persist in the implementation, Kimia Farma conducts weekly evaluations and takes corrective actions to enhance performance management.

Keywords: Performance Management, PDCA, Kimia Farma

INTRODUCTION

The phrase "performance" refers to the quality and quantity of work results that an employee achieves in carrying out his duties in accordance with the responsibilities assigned to him, or job performance or actual performance (work performance or actual achievement achieved by a person) (Mangkunegara, 2011). According to this definition, performance is defined as an individual's actions or conduct while performing their obligations, which are visible to and evaluable by others.

One of a company's most valuable resources that directly affects the business is its human capital. Maintaining a company's survival involves more than just keeping an eye on its material, financial, and other external factors; the most crucial thing is to keep an eye on its people resources, or what are commonly called "Employees" resources. Companies are also in greater demand of superior quality human resources (HR) in order to accomplish their aims.

Setting an evaluation as a way to pay attention to employee performance within a predetermined target is vital because employees also require this assessment as feedback.

Employee performance can serve as a yardstick for determining whether or not a company's human resources have contributed to its success. Clear human resource management, through a variety of corporate policies that can adapt the mutual interests of the company and employees, is necessary to achieve the best goals in an organization. On the other hand, improved employee performance will result from each worker taking personal responsibility for their work and being self-aware.

In order to please clients, PT. Kimia Farma, a pharmaceutical company, attempts to complete all orders that are received. To meet order targets, all employees—especially those in the manufacturing sector, who are at the forefront of the production process—must give it their all. Because of the yearly growth in orders, PT. Kimia Farma keeps up its efforts to enhance employee performance, which includes offering internal and external training. It is envisaged that raising the caliber of human resources will correspond with raising worker productivity and boost business earnings. To observe the accomplishments or success of workers, PT. Kimia Farma uses employee performance reviews to gauge this. The correctness of the performance value itself will depend on the steps included in the performance assessment process.

PROBLEM FORMULATION

Researchers conducted research on problems 1. To find out whether there is planning at PT. Kimia Farma? 2. To find out whether the implementation is in accordance with the planned performance? 3. Are there routine checks or monitoring from the leadership? 4. Is there an evaluation? 5. And is there any follow-up after the evaluation given? The goal of this journal is to identify and explain the challenges, as well as how to identify and explain the challenges and implement the PDCA model at PT. Kimia Farma.

LITERATURE REVIEW

1. Performance:

According to Bernardin and Russel (1998) in the journal titled "Qualitative Research Method: Grounded Theory" written by (Alwi, 2017), performance is defined as the record of outcomes produced in a specified job function or activity during a specified time period. Similarly, Mathis and Jackson (2002: 112) (Alwi, 2017) state that "employee performance is how much they contribute to the organization." Maier (1987) also expresses that "job performance is limited to one's success in carrying out the work." A simpler definition of performance by Robbins and Coulter (2012) (Alwi, 2017) emphasizes that performance is the end result of an activity, and that activity involves hours of intense practice. Simamora (2004) (Alwi, 2017) reinforces this by stating, "performance is interpreted as an expression of abilities based on knowledge, attitudes, skills, and motivation in producing something." Based on these opinions, it can be concluded that the definition of performance is the achievement of an individual's work results in a specific job function as a contribution to the organization over a certain period.

Dessler (2004) (Alwi, 2017) in the journal titled "Qualitative Research Method: Grounded Theory" written by (Alwi, 2017) defines compensation as "any form of payment or reward given to employees arising from their employment." Similarly, Penggabean (2002) (Alwi, 2017) states that compensation is "any form of reward given to employees as a return for their contributions to the organization." Performance is interpreted as something achieved, demonstrated achievement, and work capability. Performance is an indicator of the success of personnel, teams, or an organizational unit in achieving the goals set by the organization with expected behavior. Various definitions of performance by experts are as follows:

1. According to Tika, performance is defined as the result of an individual's or group's activities in an organization influenced by various factors to achieve organizational goals within a specific time frame.
2. According to Mangkunegara, performance is the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities assigned to them.
3. Mahsun defines performance as a representation of the level of achievement of the implementation of activities or programs in realizing the goals, objectives, mission, and vision of the organization outlined in the organizational strategic planning.

These definitions indicate that performance is a record of the outcomes produced in a specific job function or activity during a specific period related to the organization's goals. The performance shown by individuals in an organization is a combination of competencies, efforts, and opportunities that can be measured by the outcomes they produce. Therefore, performance does not concern the personal characteristics shown by an individual through their work but rather the success of an individual in performing their job. The measure of success for each employee depends on the specific function of their job in the form of activities over a specific period. Management of performance can be defined as a process of creating an understanding of what needs to be done, how to achieve it, and an approach to managing people to improve the likelihood of achieving job-related results.

According to Mangkunegara (2004:67) in the journal titled "Qualitative Research Method: Grounded Theory" written by (Haribowo et al., 2017), performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in performing their duties according to the responsibilities assigned to them. Meanwhile, according to Rivai and Basri (2005:14)(Haribowo et al., 2017) in Kaswan (2012:187), performance is the result or level of success of an individual overall during a specific period in

carrying out tasks compared to various possibilities, such as work standards, targets or goals, or pre-determined and mutually agreed-upon criteria. There are five factors influencing performance, as stated by Armstrong and Baron (1998:16) in Wibowo (2010:100), including:

1. Personal factors, indicated by the level of skills and competencies, motivation, and individual commitment.
2. Leadership factor, determined by the quality of encouragement, guidance, and support provided by managers and team leaders.
3. Team factors, indicated by the quality of support provided by colleagues.
4. System factors, indicated by the existence of work systems and facilities provided by the organization.
5. Contextual/situational factors, indicated by the high level of pressure and changes in internal and external environments.

2. Basic Concepts of Performance Management:

According to Susilo (2012:6) in the journal titled "Qualitative Research Method: Grounded Theory" written by (Hidayati et al., 2014), performance management is "activities related to planning, organizing, directing, and controlling the achievement of employee work results and management efforts to continuously optimize their performance." Meanwhile, according to Dharma (2004:16)(Haribowo et al., 2017), performance management is a "process to establish a common understanding of what needs to be achieved and an approach to managing and developing people in a way that allows goals to be achieved within a certain time frame." Meanwhile, Bacal (1994), as quoted by Wibowo (2007:8)(Haribowo et al., 2017), sees performance management as a "continuous communication process in partnership between employees and their immediate superiors." This communication process involves building clear expectations and understanding of the work to be done.

Performance management is based on the assumption that employees know and understand what is expected of them by their company, and by involving them in setting goals to be achieved, employees will demonstrate optimal performance to achieve those goals. In various perspectives, it can be concluded that performance management is a managerial activity aimed at managing company resources with a focus on performance. It involves open and continuous communication about a shared vision and an integrated strategic approach, serving as a driving force to achieve company goals.

3. Concept and Definition of Performance Management:

The first definition of performance management was put forward by Beer and Ruh (1976) in the journal titled "Qualitative Research Method: Grounded Theory" written by, (Respatiningsih, 2019) as a process focusing on evaluation and development, combining the involvement of all parties and two-way communication in order to create understanding and eliminate problems. On the other hand, Armstrong (2006)(Respatiningsih, 2019) states that the goal of performance management is to connect organizational goals with individual performance through the strategic management process, setting strategic goals, performance targets, initiatives, and performance indicators. Ralph (2011)(Respatiningsih, 2019) states that performance management is a series of activities conducted by an organization that emphasizes strategy, budget, compensation design, and organizational structure as means to motivate employees to achieve organizational goals and objectives. Another definition of performance management is provided by Michaela (2012)(Respatiningsih, 2019) as a tool to achieve success in the work of individuals, teams, and organizations through systematic planning of processes, goals, standards, and employee codes of conduct.

Herman, Harry, and Ryan (2012)(Respatiningsih, 2019) in the journal titled "Qualitative Research Method: Grounded Theory" written by, . propose that performance management means a continuous performance process of determining, evaluating, and developing individuals and teams. This process must be aligned with the strategy and organizational goals, as individual performance is the beginning of organizational success. On the other hand, Soemohadiwidjojo (2018)(Respatiningsih, 2019) defines performance management as a system applied to ensure that business goals can be achieved effectively and efficiently, aligning business goals with employee performance outcomes.

According to the definitions of performance management provided above by institutions, human resource developers, and scholars, the importance of performance management can be categorized as follows:

1. Communicating the vision to all employees
2. Transmitting the vision to the mission
3. Transforming the vision into the overall goals of the organization
4. Integrating individual and departmental goals into overall goals
5. Transforming goals into measurable results
6. Linking operations and compensation if necessary (compensation on an efficiency basis according to employees in management, in particular)
7. Formal performance assessment to monitor progress

8. Performance assessment as a basis for training, development, and recognition
9. Overall performance evaluation to improve organizational efficiency

Soemohadiwidjojo (2018) suggests that ideal performance management should be simple enough.

4. Employee Performance

In Rivai (2005:15) in the journal titled "Qualitative Research Method: Grounded Theory" written (Panjaitan, 2017), several experts provide opinions on the understanding of performance. Osborn (1991)(Panjaitan, 2017) states that performance is the quality and quantity of task achievements, whether performed by individuals, groups, or companies. Casio (1992)(Panjaitan, 2017) mentions that performance refers to the employee's achievement of assigned tasks. According to Simamora (2005:120)(Panjaitan, 2017), it is the level to which employees meet job requirements. Meanwhile, according to Mangkunegara (2001)(Panjaitan, 2017), the definition of employee performance is the qualitative and quantitative results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

Performance can be understood as the level of success and the degree of achievement of organizational goals. Performance indicates the extent of the ability to carry out organizational tasks. Moreover, it also shows the extent to which the goals stated in the performance indicators can be achieved by an organization. Therefore, the understanding of the performance of an organization fulfills the functions and rules set for it.

5. Performance Management:

Essentially, a performance management system is a process used to identify, encourage, measure, evaluate, improve, and reward employee performance. The process involves observing the execution of tasks by an employee, including observations of the workforce itself, the work process, and the results of the work. The observations lead to measurements expressed in the form of decisions regarding the success or failure in the job.

According to Moeheriono (2010:99) in the journal titled "Qualitative Research Method: Grounded Theory" written by (Haribowo et al., 2017), performance management is a way to achieve better results for the organization, group, and individual by understanding and managing performance according to planned targets, standards, and specified competency requirements. Meanwhile, Mahmudi (2007:5) (Haribowo et al., 2017) defines performance management as a systematic process, implying that to improve performance, well-planned

steps or stages are necessary. Bevan and Thompson (1991)(Haribowo et al., 2017) in Dharma (2005:28)(Haribowo et al., 2017) state that the Performance Management System (PMS) is an integration process that blends various human resource management activities with organizational goals. There are several stages in the Performance Management System, including:

1. Performance planning stage: carried out at the initial stage of the overall performance management process. In this stage, the organization must establish performance criteria, performance targets, and performance indicators as a form of performance contract or commitment.
2. Performance implementation stage: during the implementation stage, significant environmental changes may occur, rendering the initial planning irrelevant. In such cases, managers or leaders must promptly revise plans, set new goals, and develop new strategies to respond to the changes.

6. PDCA

In the journal titled "Qualitative Research Method: Grounded Theory" written by (Sokovic et al., 2010) The PDCA (Plan Do Check Act) cycle is method management that repeatedly makes efforts solve problem in four step . Method This usually used For control quality . However its use very diverse And wide . Find it everything necessary You know about method This in compiled articles by What do you mean with Plan Do Check Act (PDCA) Cycle ?

Do Check Act PDCA Plan Do Check Act Cycle (Plan, Do, Check, Follow Up) is a management model developed by W. Edwards Deming continued Walter Shewhart's suggestions For repair sustainable on the process and source Power man . By Because that is , the PDCA cycle is called Also Deming cycle , cycle Shewhart , or cycle control . Cycle This very popular And Lots used in companies manufacture And field management .

In accordance with the name , PDCA is repeating cycle Keep going continuously . Management model This help industry And company go out from stagnation . Besides it's , cyclical This Also can create continuous system develop For increase quality , effectiveness , and efficiency .

Well, for understand it more far away , we are need understand every the phase . Four Phases Plan Do Check Act PDCA is © Freepik.com The PDCA cycle divides the process into four mutual phases _ related : Plan, Do, Check , Act .

1. Planning Planning is stage initial planning with identification problem with 5W technique . That is what , who , when , where , and Why with use technique analysis root problem . On phase This you develop hypothesis problem And necessary goals achieved For reach desired result. Before continue the process to stage Next , make sure team You know things following : Problem main thing that is necessary resolved Source power required For finish it Source available power moment This Source Power solution best For that problem will be repaired Metric or parameters used For measure success repair
2. Run . On phase this PDCA cycle , you must start do What are you plan , like testing scale small For measure results your solution design on phase First . Check solution Which one is best And is can give results in accordance your goal want. Problem not expected Possible happen during phase This. By Because that, it is recommended that you moreover formerly operate plan You in scale small in controlled environment. Order stage implementation more it works , do it standardization so that everyone involved in the process of having good understanding about task And not quite enough answer they .
3. Testing Stage testing is phase in PDCA cycle where testing done . According to Kanbanize , checking is most phase important For increase planning , avoiding error repeated , and finish everything with success . By Because that , stage This must done with very Be careful . In accordance with name , the review process is carried out For inspect implementation plan And determine is in accordance with design the original . Problems faced during Do phase must evaluated And resolved with success during phase This . Running process and checking can repeated until the result as perfect Possible .
4. Law on stage This all over aspect process improved based on evaluation Do and Check stages that identify problem in implementation plan . The Act phase is the final one from PDCA cycle . However , the whole process is repetitive many times. After phase In this , PDCA model is developed become new process standards company . If the process repeats itself , try Keep going increase . After You start implement PDCA, make sure For committed to repair sustainable For increase productivity And efficiency .

In the journal titled "Qualitative Research Method: Grounded Theory" written by (Norman, 2009) Application proven PDCA cycle more effective compared to approach “ do it

with Correct since first time". Operate PDCA cycle means Keep going look for way more Good For do repair . The PDCA cycle is effective For carry out task And manage the program . Two type action possible improvements done in PDCA cycle : temporary And permanent . Action temporary aim For reach results with truly overcome And finish problem .

Action repair permanent , on the side other , composed from investigation And deletion reason And ensure continuity process improvement . Aspect PDCA cycle applied on procedure guarantee Internal quality : What you want You achieved ?

How You know that something change is something repair ?

In the journal titled "Qualitative Research Method: Grounded Theory" written by (Corinne N. Johnson, 2002) The EFQM excellence model stage is framework non- prescriptive work that acknowledges that superiority implementation or implementation can covers steps small - PDCA cycle . sustainable can achieved with use various approach . Excellence Model based on idea that satisfaction customer , satisfaction employees , and impact positive social combined For produce results superior business . comparison between different organizations. The EFQM Advantage Model is framework Work practical and non- prescriptive as possible organization to assess position company You in track going to superiority .

Help them understand strength main And potency gap related with vision And mission Through an evaluation process circular self , organization get powerful tool For more increase learning sustainability , improvement , and thinking innovative . The Philosophy of Excellence model states that organization reach results performance superior main through integration talent And process improvement . For 15 years its existence , the Excellence Model EFQM has prove its credibility connection with objective his stance , which admits excellence (level quality organization highest).

By general , this model works as the " standard " for determine quality network And allows that they state . More PDCA cycles from just tool . This is draft repair process built sustainably to in culture organization . Part most importantly of PDCA is " phase action " , where cycle started Again For repair more carry on after project finished . This give vocabulary general And method think all over facilitating organization effective communication of ideas within and outside organization . Integrate existing efforts and those that are planned , avoid them duplication, and identification gap . Give structure base system management organization.

DMAIC (Six Sigma) and DMADV (DFSS) promote implementation And solution Six Sigma projects with cycle life more projects (PLC). strict through development And

implementation guidelines quality . RADAR (EFQM Excellence Model) is used For evaluate performance organization . Show connection between PDCA, DMAIC, DMADV cycles and cycle life project in a way general And matrix .

Research Method:

By using interviews as the data collection method for the research, the approach employed by the researcher is a qualitative method that emphasizes the use of data through interviews to obtain the needed information. According to Burns and Grove (2009) in the article titled "Qualitative research method - Phenomenology" written by(Khan, 2014a), qualitative research is a systematic and subjective approach to highlight and explain everyday life experiences and to give deeper meaning to those experiences. Meanwhile, according to Creswell (1998, p. 15) in the journal titled "Qualitative Research Method: Grounded Theory" written by (Khan, 2014b) qualitative research is a process of investigation based on different methodological traditions in research that explores social or human issues.

POPULATION AND SAMPLE

Population

Referring to the concept of population, we can say that the population consists of all units where research findings can be applied. In other words, the population is a set of all units that have the characteristics of the variable under study, and whose research findings can be generalized (Shukla, 2020). In this study, the researcher selected the population, which is all employees of Kimia Farma branch in Tanjungpinang at KM 9, totaling 7 employees.

Sample

According to Gravetter & Wallnau (2017) in the journal titled "Describing populations and samples in doctoral student research" written by (Casteel & Bridier, 2021) in this study, the sample selected by the researcher consists of two individuals, namely the pharmacy manager, Mr. Hermansyah Siregar, and the assisting pharmacist, Mrs. Armeta Putri Yunisa.

RESULTS AND DISCUSSION

Employee performance management is of course very important for a company to monitor the performance results of existing employees, employees must of course be able to provide maximum results to increase the results of predetermined targets, the employee performance management process can be carried out using a performance management model approach, one of which is The performance management model is the Deming model or PDCA (Planning, Do, Check, Action). With this performance management approach, leaders certainly

try to improve the performance of existing employees. One of the companies we studied was Kimia Farma, Tanjungpinang branch at KM 9.

1. Planning

Planning is a management task undertaken to determine a series of actions that must be taken to achieve desired outcomes in the future. This includes selecting from various alternative goals, policies, procedures, and organizational programs (Nuh Hudawi & Zubaidah, 2023) The planning stages at Kimia Farma branch in Batu 9 are created every month, and during the planning process, specific targets that employees must achieve are set. Well-thought-out planning helps the company reach its objectives (Briliyanti et al., 2021)

Based on the results of the researcher's interview with the pharmacy manager at Kimia Farma Batu 9, the work planning process is directly carried out by the pharmacy manager in the initial stage, which involves determining the job description for each employee. The interviewee explained that many factors can influence this planning process, including gender. Typically, women are known for being meticulous and diligent, so they are often assigned as cashiers. Meanwhile, tasks requiring more physical strength are usually assigned to men. Additionally, in the planning process, sales targets are set for each employee. According to the information obtained by the researcher, all employees, including the pharmacy manager, are considered front-liners responsible for marketing the products available at Kimia Farma.

Since employee planning is organized and designed by the pharmacy manager, at the beginning of each month, the pharmacy manager gathers all employees to inform them of the sales targets that must be achieved that month. Each employee has a specific sales target determined by the pharmacy manager. Based on the researcher's interviews, every month, employees have different sales targets. For example, for December, each employee's sales target is Rp 10,000,000. Therefore, each employee must strive to achieve the target set by the pharmacy manager. Because each Kimia Farma branch has predefined sales targets set by higher-ups, pharmacy managers at each branch must work to increase sales.

One common challenge in workforce planning is employee turnover, which can complicate the process. This is because the turnover disrupts the achievement of targets, leading to imbalances in each employee's job responsibilities.

2. Do

During the implementation stage, employees at Kimia Farma must strive as much as possible to serve customers who are shopping or seeking medical assistance to achieve the targets set by pharmacy management. The employees at Kimia Farma serve as frontliners who need to be friendly and provide the best solutions for customers. They must maximize each customer's purchase, offering products that can support personal sales results reported to the pharmacy manager.

Based on the interview results with the pharmacy manager at Kimia Farma branch in Batu 9, there are several obstacles in the employee performance implementation process. Factors such as weather conditions, which can be rainy or hot, result in a decrease in the number of customers coming in. This makes it challenging for employees to maximize sales, impacting the achievement of the planned targets in the workforce planning. Another obstacle is the inability to fulfill some prescriptions due to the absence of distributors in Tanjungpinang. This forces employees to turn away customers who want to redeem their prescriptions.

According to the explanation from the pharmacy manager at Kimia Farma branch in Batu 9, the employees at Kimia Farma are generally in a good stage in the implementation of workforce planning. Although some employees have not yet reached the set targets, they are making progress. The pharmacy manager uses a four-tier measurement system: first is insufficient, second is sufficient, third is good, and fourth is fairly good. The employees at Kimia Farma branch in Batu 9 are at the third stage, indicating they are performing well in the implementation of workforce planning.

3. Check

Based on the interview results with the pharmacy manager, examinations are ideally conducted every day because each employee has a form or sheet that needs to be filled out. A similar opinion was also expressed by one of the employees at Kimia Farma who serves as an assistant pharmacist, stating that each employee has their own work paper that must be filled out to assess their performance.

Sometimes, managers from the central office monitor directly through CCTV in the pharmacy to observe and check the performance of employees in that branch. Additionally, the pharmacy manager can also check via contact person to receive feedback and suggestions. Based on the information obtained from the pharmacy manager, one

example is that there is a branch of Kimia Farma in Tanjung Balai Karimun that does not implement focus selling.

In this examination stage, there is also an evaluation based on the results obtained from the pharmacy manager and the assistant pharmacist. Evaluations or briefings are typically conducted weekly to assess the results against the targets set in the workforce planning process. If there are employees who are far from the target or below average, they will be called in to inquire about the reasons. Sometimes, employees may forget to fill out their work paper, and the pharmacy manager will remind them to complete the required data.

There is also a monthly evaluation to discuss the overall performance of employees throughout the month and to assess their performance in achieving the targets set in their workforce planning.

4. Act

In the action phase, which aims to continuously develop employees based on the results of supervision and evaluation conducted by the pharmacy manager, there are actions taken by the leadership to enhance employee performance. Based on the results of interviews with the pharmacy manager and assistant pharmacist, there are rewards given to employees who successfully achieve or even exceed their targets, in the form of a bonus that is directly transferred to their salary. However, the pharmacy manager sometimes also provides direct cash bonuses to motivate other employees. As for punishments or penalties, they are typically not applied. The pharmacy manager usually provides coaching or motivation to improve employee performance. However, if there is an employee deemed less responsible in executing the given work plan, they will be monitored for one month to assess their progress. If there is no improvement within one month, termination may be considered.

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