



Analysis of employee performance improvement strategies in a company

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ABSTRACT

Today's modern era requires companies to adjust their strategies to stay alive and survive as changes continue. To survive, a company's most valuable asset is its human resources. *Human resources* are assets that play a significant role in a company. Even though there are many tools in a company, without the support of human resources, it will not run optimally. To achieve a company's goals, employees must maximize their performance potential properly. This study aims to explain how to improve employee performance in a company. The strategies used in this study to improve employee performance in a company are general; this type of research is a qualitative literature study. The study results show that employees play an essential role in the company; therefore, improving their performance requires a good strategy: training and education, discipline, enforcement of rules, punishment, compensation and reward, and performance evaluation

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1. INTRODUCTION

Employees are human resources in a company who play a significant role in the success of a company because the success of a company cannot be separated from the involvement of the employees in it. According to Iskandar (Lating & Susanto, 2022), human resources directly determine the origins of a company's success and failure. Every human resource owned by a company can drive the process of achieving a company's goals. A company organization must manage its employees as well as possible to produce good employee performance; in this case, every employee in the company organization will release potential and talent, which is channelled and developed to achieve the company's stated goals. A company can make efforts to maintain and improve the quality of its human resources, abbreviated to HR, by providing salaries or compensation to employees commensurate with their performance, creating a positive and conducive work environment and providing motivation, which is a form of attention. To improve employee work ethic.

The term human resources refers to individuals who are in a company organization or other legal entity organizations. Human resources have a significant meaning that comes from the fact that individuals are humans who are the most

essential element and always exist in a company organization. Employee problems are a challenge for management because achieving company goals depends on the quality of human resource management. If individual performance in the company moves effectively and effectively, the company will remain practical and conducive. Thus, a company depends on the performance of its employees (Husain & Santoso, 2022).

Utilization of human resources is one of the employees whose performance quality is required to achieve company goals. Employees are responsible and aware of their responsibilities and duties to achieve their goals and objectives (Yanuari n.d, 2019). Every individual or employee who wants to improve and develop their career path as high as possible is by producing good performance. Compensation is a primary thing that companies must pay attention to and provide to employees. This compensation is based on the results of data and surveys of employee performance. Providing compensation to employees greatly influences employee morale and increases the competitive value of a company (Silas et al., 2019). Companies know that the quality of human resources work determines the success of a business. People who provide energy, talent, creativity and effort to organizations and companies are human resources. Apart from that, today's employees must be able to adapt their abilities (Arfah, 2021).

Labour or employees are the leading cause and factor that determines the development process of a company because each individual who works in a company greatly determines the progress or decline of the company's development, just as the management of a company must depend on the expertise of each employee who contributes to it. Performance is a result of work carried out by employees in the opinion of Armstrong and Baron (in Nugraha & Supriyoso, 2021), who argue that performance is a result of work that has a strong connection with the main goals of a company, the level of consumer satisfaction and contributes to the economy.

Effective human resource management is needed to face increasingly complex organizational challenges. Performance management has developed into a tool that can be used to overcome problems related to employee performance through the effective and efficient use of human resources Hanaysha (in Sabekti & Setiawan, 2023). The scope of companies and organizations will be close to the work carried out by each individual within them. Both complex and easy jobs require high precision. Moreover, the complexity of the work is commensurate with the level of ideals and objectives of a company. A variable can change employees with high or low-quality performance; ultimately, we can observe a person's performance, causing the changes that influence it (Yolanda et al., 2022). Busro's opinion (in Ronia et al., 2020) states that performance is the result of work carried out by a person or a group in a company or specific agency, with the rights and authority that the company has determined without exceeding the applicable regulatory boundaries by the system. Company. Several steps and strategies to improve employee performance, namely, ability to work, opportunities to work, and enthusiasm and willingness to work. Performance is not a characteristic of employees in the form of talent and expertise but a manifestation of these talents and skills. Performance is a manifestation of expertise and ability in the form of work that is clearly visible and is also the result of an employee's hard work in carrying out his or her duties at a company (Fajriani & Silvianita, 2019). Employees must remember to communicate with their work partners, bosses and subordinates. If communication is good, it can influence employee performance levels. With good communication, employees can ask their superiors for direction regarding the correct performance system, and communication increases good cooperation between employees and their colleagues (Sitepu, 2020).

Improving performance is a process and a way to improve and develop a person's skills and abilities in improving the quality of work through various methods and strategies implemented by an agency or company. So, improving employee performance is very important for companies if they want their goals and aspirations to be achieved

(Hasibuan et al., 2022). Sumardjo et al. (Lestari & Liana, 2023) explain that performance is a visible behaviour shown by each individual as a result of work performance in a company by their duties. This has several dimensions: work quality, quantity, independence, initiative, adaptability and teamwork.

Research on employee performance needs to be studied because problems related to employee performance need to be understood. After all, the results of this research are expected to indicate the root of the problem in establishing effective policies on employee performance. Generally, a company is a production organization that needs human resources with quality performance capabilities so that high production results are suitable for marketing. The higher the quality of an employee determines the results of a company's products. On the other hand, relationships between individuals and high levels of employee satisfaction with the salaries and bonuses given influence employee performance levels. The higher the level of employee harmony and satisfaction with the compensation determined, the more it can influence satisfactory production results (Taufik, 2019).

An employee's performance is the result or achievement of the work that the employee does, and this task is a form that significantly influences the success and success of a company; this can happen based on employee performance. In this study, it is hoped that it can be used to improve employee performance strategies in a company or organization, both profit and non-profit. It is also expected to provide information as a basis for considering, supporting, and contributing ideas to decision-makers in improving employee performance. This research is also expected to be used as a company guide in implementing strategies to improve employee performance because there is no standard.

2. RESEARCH METHOD

The method used in this research is library research, which collects data by studying and understanding theories from various research results or other literature related to this research. According to Zed, the library study method can go through four stages, including preparing the completeness of the tools needed, preparing the contents and description of the scope of the research bibliography, managing time, and reading and recording research materials. The data is collected by searching for material and linking it with various other sources, such as books or journals that have been reviewed. The library materials that come from various references will be studied and understood in depth so that the resulting research has ideas of high quality. By searching on Google Scholar with the keyword strategy to improve employee performance, several references are obtained that can be used.

3. RESULTS AND DISCUSSIONS

One of the strategies for improving employees through member services from the results of research (Pagan et al., 2023) research conducted at the Sibe Huter Saving and Loan Cooperative (KSP) implemented four strategies that seek to improve employee performance in order to achieve the goals and success of the cooperative the strategies implemented are as follows:

3.1 Education and training

These two things have succeeded in providing understanding and learning for cooperative employees. In the beginning, employees only carried out their duties without understanding the main points of their work. With the implementation of education and training, employees could finally work well and correctly in the cooperative system. According to Hasan (2018), performance is declared excellent and successful if the desired goals can be achieved well. In contrast, according to Pagan et al. (2023), employee

performance will be better if they receive further education and training to create better working conditions. Then, according to Prakasa & Hermawati (2023), education and training positively and significantly affect employee performance. According to Stone (2023), education and training are an effort to improve the abilities of individuals and groups to contribute to organizational effectiveness and efficiency. Through the ability, knowledge and skills of employees who are adequate and appropriate to their field of work, they will be able to contribute to increasing the effectiveness and efficiency of the agency in achieving its goals and objectives.

Implementing this effective and conducive performance by cooperative management is an achievement of implementing education and training. On the other hand, implementing education and training aims to sharpen employee abilities and skills and provide new insight into how to fulfil an employee's duties and obligations, which can develop as technology advances.

3.2 Acceptance of new employees through selection

Human resources, namely employees, support the achievement of the goals of a company. Employees play an essential role in a company because they act as system drivers, and the company's good or bad image and dignity depend on how the employees are. Accepting new employees at this company is carried out using selection stages, which have proven effective. According to Yusman et al. (2022), in solving a problem that occurs in a PT in selecting employees, one of them can use the Simple Additive Weighting (SAW) method because the SAW method is a method that uses weighting for each alternative and multiplying the number of alternative weights, against the criteria. Then, according to Dewi et al. (2021), based on the results of research at PT Gemala Kempa Daya, recruitment and selection are carried out in two ways in employee recruitment, namely through internal sources and external sources using procedures, including Identification of needs, People Review, Contingency Plan, Arranging, recapping recruitment, Selection process (selection of applicant files, physical test I, physical test II, written test, psychological test, interview, medical test, in-class training) Informing selection results, Job placement. Then, according to Budihartanti et al. (2020), in order for the recruitment process to be objective, an appropriate method is needed for recruiting employees. The Weighted Product method can be used in decision-making. In the recruitment process, six criteria are used: psychological tests, interview tests, health tests, work experience, skills, and recent education.

Because, as employees, maximum performance is required to achieve the company's goals, so strict selection is implemented to select competent human resources who can carry out their duties well. As evidenced by the implementation of this selection, companies in the cooperative sector produce employees who work systematically by cooperative management and can understand the main tasks in their respective fields.

3.3 Enforcement of company norms for employees.

This plays a vital role in a company if the applicable norms or rules are enforced very effectively in the continuity of the company system, making employees more disciplined and orderly when carrying out their duties. In implementing these rules, the cooperative has agreed with the employees and ratified the rules through the employment service. Where in these regulations, punishment has been stipulated as a sanction for violators in the form of administrative sanctions; if it continues, then the next stage will be a warning letter given until dismissal will be carried out for employees who are not disciplined according to the rules and norms that have been agreed and determined. Taryono et al. (2016) said that law enforcement against employees is intended to restore harmony in industrial relations to the way before the work discipline law was violated. Meanwhile, according to Sari (2018), law enforcement is the process of making efforts to enforce or function absolute legal norms as guidelines for behaviour. Then, according to

Wijaya & Lie (2023), the law is intended to protect the rights and obligations of each individual or person in their life; with solid legal protection, it is hoped that the objectives of the law will also be achieved, namely security, order, prosperity, tranquillity, truth, peace and justice. Then, according to Khotimah Sam (2023), law enforcement is the basis for morals, values and ethics, which become custom, which comes from Latin (*mos*), meaning custom or way of life. According to Asbudirman & Hamzah (2023), law enforcement enforces legal norms as behaviour guidelines in society and the state.

On the other hand, the cooperative also provides compensation or bonuses for disciplined employees who work well. This is a form of appreciation from the cooperative to motivate and raise employee enthusiasm. This is Arafah's opinion in his research that strategies for improving an employee's performance can be achieved in two ways, namely by creating a comfortable and conducive work environment, providing appreciation in the form of rewards or compensation and imposing penalties.

3.4 Evaluation of employee performance

The final strategy implemented by the cooperative is the evaluation or assessment of employee performance; in this case, the opinion of Sihoeming and Batoebara (Pagan et al., 2023) that employee performance assessment is an evaluation stage in carrying out their duties as an employee. In this employee evaluation process, an employee is often promoted based on the results of work evaluations, reviews and performance appraisals. Performance evaluation aims to see where problems and shortcomings lie in employee performance with the hope that employee performance will improve. According to Habibi & Manurung (2023), Performance appraisal is an activity carried out by groups or individuals within a company to evaluate employee performance based on specific indicators. According to Kosim et al. (2023), performance evaluation is an assessment of the quality and quantity of performance results achieved by an employee in carrying out his duties according to the responsibilities given to him, which can be obtained from performance evaluation. According to Saleha et al. (2023) The primary purpose of performance evaluation is to improve overall organizational performance by improving individual employee performance.

We can understand and learn from the abovementioned strategies, from carrying out training and education, selecting new employees, enforcing rules, and evaluating performance. These things are very influential for a company, and we can use them as examples of strategies to improve employee performance.

In Andrew E. Sikula's opinion, training and development is: "educational training that takes a short period using systematic and organized procedures. Non-managerial employees train skills and learn technical knowledge to achieve limited goals. Meanwhile, development is a process that has a long-term tempo and uses systematic and organized procedures; in this case, employees learn theoretical and conceptual knowledge to achieve general-reaching goals, Mangkonegara (in Sinaga et al., 2021). According to Luthans (in Suhendar et al., 2023), job satisfaction comes from employees' perceptions of how well their work fulfils something important. Job satisfaction may not be visible but can be felt through employees' emotions and responses to their work situations. In other words, if the work results align with employee expectations, it will impact the quality of their work in the future, and this also depends on the employee's emotional state. According to Rivaldi & Sungkono (2023) in their research, strategy is a process that is determined by leaders regarding their employees' work in a company; this is long-term. Which is accompanied by the preparation of procedures and systems with efforts to achieve company goals. The following strategies for improving employees in research Maniza et al. (2023) explain several strategies for improving employee performance in service and satisfaction with customers, namely:

a. Time discipline in a job

Every employee in a company is required to complete work on time to achieve the company's targets and goals. Time discipline plays a significant role in the process, as shown by the application of time discipline in research conducted at PT. Astra Motor Mataram Branch has an excellent impact on employees carrying out their duties effectively and efficiently so that consumers feel satisfied; this is one form of achieving the company's goals and creating a good image for the company in the eyes of consumers. According to Anggara et al. (2023), human resources are essential for a company's success in achieving its goals. In this effort, work discipline is required. Discipline is a feeling of obedience to the values one believes are one's responsibility, such as attendance at work at the time set by the company and duties in the office. The higher the work discipline, the more employee performance will increase. According to Halim (2023), time discipline significantly affects employee performance in the office. Work discipline has a significant effect on employee performance in the company.

b. Increasing the quality of employees at work.

Every employee must have high quality in maximizing work and be responsible for their duties in research at PT. Astra Mataram Branch employees must maximize their potential in their duties, providing excellent and dedicated service in front of consumers. Employees are even required to build good relationships with consumers so that consumers consider the company's image reasonable. This dramatically affects income for the company because if consumers are satisfied with a company's service, it is likely to increase customer loyalty. According to Meria et al. (2022), by reducing work stress, leaders can provide good ethical examples for their employees to reduce ethical ambiguity. Low ethical ambiguity can reduce work stress and have an impact on improving the quality of employee performance. Meanwhile, according to Ami Radianti et al. (2022), companies must maintain their image by maintaining stable employee productivity. In this case, the company must also be able to improve the quality of the company, for example, from an internal perspective of the company itself, including improving the quality of employees. The quality of employees can be seen from work enthusiasm, timeliness in completing tasks, and work discipline carried out by employees every day.

c. Increase the number of employees at work

Besides employees having to improve their quality, employees are also required to increase the quantity of their work; this is because every individual in the company must have their targets in their primary job duties. The number of employees will be better if they are given bonuses, awards and prizes at the end of the month and the end of the year to increase work productivity. Then, according to Tanjung & Tarigan (2021), increasing employee human resources will increase the company's performance and can develop well. Of course, increasing the number of employees must be equipped with good quality to achieve the company's goals, namely developing company performance and improving employee human resources.

d. Increase employee knowledge at work

Knowledge in the world of work is very much needed so that an employee can work well and correctly, so companies must increase employee knowledge using training and development so that employees work systematically and organized by management and company rules in research at PT. Astra Motor Mataram Branch, where an employee must provide services according to the company's procedures, has first implemented several efforts to increase employee knowledge with training and education. This is very effective for employees and customer satisfaction. According to Avriani et al. (2021), employee performance knowledge will increase if the company can improve Knowledge

Management through Knowledge Discovery, Knowledge Capture, Knowledge Sharing, and Knowledge Application. Meanwhile, according to Alhidayatullah et al. (2023), a training instructor is a person who can provide training and education to increase workers' knowledge of their main tasks and functions in the company so that company goals can be achieved. The better the training instructor's motivation delivery, the more positive the impact will be on increasing knowledge and work performance.

Efforts to improve employee performance have an essential meaning for every government and private agency because the strategies leaders implement will significantly influence the quality of work. This encourages employee improvement because the better the strategy implemented, the better the quality of an employee's performance (Puspitasari & Purwanti, 2019). The performance of a company's employees is influenced by communication and teamwork. All communication within the company must run well because it impacts employee performance. If communication goes well, employee performance will be as good as feedback. However, if communication is terrible, employee performance will be wrong, as well as the teamwork variable I. A. Wijaya et al. (2022) control in implementing total quality management (TQM), the role of employees or employees is significant. Companies implementing an employee performance appraisal system show they want progress for the company and its employees (Hondro et al., 2021).

4. CONCLUSION

Based on the research results above, employees are human resource assets that play a significant role in the progress and achievement of a company's goals. In this case, companies need to have strategies and ways to improve employee performance to perform each task more optimally to achieve the company's goals or ideals. Some of the efforts and strategies that the author offers from the research results include implementing training and education to increase employees' knowledge and skills regarding their work, time discipline and obeying the rules so that work is carried out effectively and efficiently, implementing punishments for rule violators so that employees are more disciplined, there is compensation and rewards for employee performance results to raise employee enthusiasm and motivation, performance evaluation to correct errors in employee performance mechanisms.

The limitation of this research is that it covers a limited range of variables. Only a few variables were taken. Therefore, it is hoped that further research can expand the range of currently trending variables, such as explanations of salary, compensation and other facilities. The implications of this research for policy or theory are practical in improving the performance of a company's employees in achieving success. It is hoped that it can be applied within the company to address several factors, indicators, or variables that can be used to improve overall employee performance.

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