

EMPLOYEE PERFORMANCE IN AN EFFORT TO IMPROVE QUALITY AND EFFICIENCY IN PPKS MARIHAT

Riska Devi^{*1}, Imsar²

State Islamic University of North Sumatra

Email : riskriskadevi@gmail.com^{*1}, imsar@uinsu.ac.id²,

ABSTRACT

The aim and benefit of the research as a result of the internship carried out by the author is so that PPKS Marihat can understand how employee performance can be improved to achieve increased quality and efficiency in PPKS operations. The research method used in this research is qualitative research. The questionnaire used in this research is an open questionnaire where the answers are filled in by employees divided into 10 people so that they get in-depth information. The sample data source used was purposive sampling. The results of this research show that employees who show better performance tend to provide services that are more responsive, accurate and in line with customer needs. High-performing employees also tend to be able to complete tasks more efficiently, reduce turnaround time, and minimize waste of resources.

Keywords: Efficiency, Employees, Performance, PPKS

INTRODUCION

Pusat Pelatihan dan Pengembangan Keterampilan (PPKS) Marihat is an institution that focuses on skills training to increase employment potential and help reduce the unemployment rate in the area. The forerunner of PPKS was named APA (Algemeene Proefstation der AVROS/Algemeene Vereeniging van Rubberplanters ter Oostkust van Sumatra) which was founded on September 26, 1916. APA was the first plantation research institute in Sumatra. At that time, the main focus of APA's research was the rubber commodity, After growing, APA also handles tea and palm oil research. The background to APA's founding was the crisis that hit the tobacco industry in previous years. The tobacco industry crisis has provided a valuable lesson, namely that strong support from research and development is needed for the sustainability and progress of an agricultural commodity. In line with the development of oil palm plantations in Sumatra, a Dutch company (Handle Vereeniging Amsterdam / HVA) has a Balai Sisal's own research in Dolok Ilir secretly carried out a lot of oil palm research which produced several superior types of Psifera. Not wanting to be outdone, Perkebunan Negara in 1963 formed the Marihat Research Institute for oil palm research purposes and in the following years changed its name to Puslitbun Marihat.

In the midst of global competition and dynamic changes in the world of work, it is important for PPKS Marihat to continue to adapt and improve the quality and efficiency of its services. This is confirmed by (Hasibuan, 2012) stating that HR has an important role in an organization, therefore HR as a planner, determiner of organizational goals without the role of humans no matter how sophisticated the technology is owned by the organization, it is of no benefit if it is not driven by human power. According to Gibson et al (1973) Efficiency is also a form of employee self-control and regular implementation shows the level of seriousness of the work team in an organization. Efficiency requires punishment for those who fail to meet specified standards.

Employee performance is a critical factor in the success of an organization. High-performing employees contribute to the company's efficiency, productivity and growth. Their ability to achieve targets, collaborate and face challenges effectively helps drive the achievement of company goals. Muhammad (2017), it is important to recognize that improving employee performance is not an easy task. Organizations need to adopt a sustainable approach in employee development. This includes continuous training and competency development, as well as recognition of employee achievements. According to Rumawas (2018: 129) increasing performance is something that is desired by both employers and workers.

Flippo in Zwell (2011) argues about work quality as follows: Although each organization has different views regarding the standards of employee work quality, in essence effectiveness and efficiency are common measures. Starting from the definition given by Flippo, it can be said that the essence of work quality is a result that can be measured by the effectiveness and efficiency of a job carried out by human resources or other resources in achieving the company's goals or objectives well and efficiently. Siagian (2014:223) provides a definition of assessing the quality of human resources, namely that the experience of many organizations shows that a good work performance/performance assessment system is very useful for various purposes.

Therefore, efficiency measures are not implemented haphazardly, but require wise consideration. In this context, the role of employees in implementing training and development programs becomes very important. However, there are several challenges that need to be overcome related to employee performance at PPKS Marihat in an effort to improve quality and service efficiency, namely: 1) Varied Training Quality. At times, the quality of training provided by PPKS Marihat may vary. This could be caused by differences in the abilities and competencies of the employees providing the training. Inconsistent training quality can affect participants' learning outcomes and the image of PPKS in the eyes of the community. 2) Employee Skills Mismatch: Some employees may not have sufficient skills to provide effective training. They may need to be given additional training or professional development to improve their ability to deliver training materials effectively. 3) Lack of Material Updates. The world of work is constantly changing, and PPKS Marihat employees must continually update their training materials and curriculum to keep up with the latest developments in the industry. . Lack of updates can result in being left out of the latest trends and developments, reducing the relevance of the training provided. 4) Technology Gap, In today's digital era, technology plays a key role in increasing efficiency and accessibility. If employees do not have adequate access or understanding of relevant technology, this can hinder efficiency in administration, data management, and training delivery. 5) Employee Motivation. Employee motivation and commitment have a direct impact on their performance. If employees feel less motivated or lack a sense of ownership of the mission and vision of PPKS Marihat, their performance in providing training and services to trainees can be affected.

The difference between efficient and effective can be explained in the following explanation; Efficient means doing things correctly (do the things right), while effective means doing the right things (do the right things). Furthermore, the definition of efficiency is how to use various existing resources well so that it will provide maximum results. Then, the definition of effectiveness is how work is right on target, so that the desired goals or targets are achieved. (Sedianingsih, Farida Mustikawati, Nieke P. Soetanto, 2010). Efficiency is a step taken to maintain a balance between the amount of labor used and the amount of production produced (Yudith, 2016).

By understanding the challenges above, PPKS Marihat needs to conduct an in-depth analysis of employee performance efforts and develop strategies to improve quality and efficiency in implementing training programs. This involves efforts in improving employee skills, professional development, appropriate use of technology, developing effective performance evaluation mechanisms, as well as implementing motivational strategies that encourage employees to give their best in providing services to the community and trainees. During the time the author carried out internship activities in various divisions such as commercial, production, AKP and finance. Seeing and observing employees who sometimes work not according to their field, of course this will influence the objectives of the PPKS. The objectives and benefits of research as a result of the internship carried out The author's goal is that PPKS Marihat can understand how employee performance can be improved to achieve increased quality and efficiency in PPKS operations. Seeing this, the author is interested in conducting research on Employee Performance in Efforts to Improve Quality and Efficiency in PPKS MARIHAT

RESEARCH METHOD

The research method used in this research is qualitative research. Hennink, M. (2011). Data collection was carried out at the Marihat Palm Oil Research Center (PPKS) which is located at Marihat Baris, Kec. Siantar, Simalungun Regency, North Sumatra 21151. The questionnaire used in this research is an open questionnaire where the answers are filled in by respondents who are divided into 10 people so that they get in-depth information. The data source sample used is purposive sampling. Deddy Dyas Cahyono et al (2016) said purposive sampling is a sampling technique that is adapted to the research objectives. The sources appointed were employees who work at PPKS Marihat Simalungun.

RESULTS

Observation Results

The observations was made by the author at the research location are also very useful to support the completeness of the data and information, Setyosari (2010). The results of the observations obtained are as follows:

1. Based on observations, PPKS Marihat, Simalungun District has 200 employees
2. Based on the results of observations that the company's organizational structure is structurally structured.
3. Based on observations that every month on the 17th the leader holds a ceremony and conveys the results of employee performance
4. Based on observations, PPKS Marihat has a routine every Friday to exercise and eat with employees
5. Based on the author's observations, employees are skilled in carrying out their work responsibly
6. Based on the author's observations, there are still some employees who are not careful in carrying out their duties

Interview Results

This interview was asked to 10 respondents based on a compiled list of questions. The results obtained from the interview were narrated and concluded by the author based on the most answers from respondents as follows:

1. Based on data obtained by respondents, the objectives of the service have been determined by superiors to overcome problems that occur, the employees who are sent are employees who are responsible in that field. So that efforts to improve the quality and efficiency of employees continue to be increased for the Company's productivity.
2. According to what respondents stated from the data obtained, the implementation of the tasks carried out so far has been greatly influenced by the leadership characteristics of a leader which must be reflected in justice, responsibility and discipline so that employees can serve as role models.
3. As an employee, it cannot be denied that each person in carrying out work has a personal goal in terms of fulfilling life.

This research reveals that employee performance plays a key role in efforts to improve service quality and operational efficiency at the Pusat Pelatihan dan Pengembangan Keterampilan (PPKS). Data collected from employee surveys and operational data analysis indicates that there is a positive relationship between employee performance and improvements in service quality. given. Employees who have better performance tend to provide services that are more responsive, accurate, and in accordance with customer needs. In addition, employees who have high performance also tend to be able to complete tasks more efficiently, reduce processing time, and minimize waste of Hasibuan resources (2012).

This research aims to investigate the role of employee performance in efforts to improve service quality and operational efficiency at the Pusat Pelatihan dan

Pengembangan Keterampilan (PPKS). Data was collected through a survey involving 200 employees from various divisions and levels within the organization, as well as analysis of operational data from the previous period. relevant. That employee performance has a significant impact on the quality of services provided by PPKS Marihat. Employees who show better performance tend to provide services that are more responsive, accurate, and in accordance with customer needs. Armstrong (2001) High-performing employees also tend to be able to complete tasks more efficiently, reduce processing time, and minimize waste of resources.

In addition, the research results also reveal that better employee performance contributes to reduced errors and increased compliance with operational procedures. Employees who have a better understanding of their duties and carry out their responsibilities effectively tend to reduce the risk of errors that could impact on overall efficiency and quality. It is important to emphasize that efforts to improve employee performance are not only related to individual improvement, but also to collective elements. Collaboration between teams and effective communication are important factors in achieving better efficiency and quality. Employees who are able to collaborate with their colleagues can more easily share knowledge, solve problems effectively, and create an environment that supports innovative ideas (Astuti et al 2019; Nasrih, 2016; Syatoto, 2018).

DISCUSSION

These findings are consistent with previous research showing that employee performance has a significant impact on organizational success. Employees who are motivated and perform well tend to have a higher level of commitment to organizational goals, which in turn contributes to improved service quality. It is important to recognize that improving performance employees is not an easy task. Organizations need to adopt a sustainable approach to employee development, which includes training, competency development, as well as recognition of achievements. A work environment that supports collaboration and innovation can also encourage employees to perform better. However, it is important to recognize that improving Employee performance is not an easy task. Organizations need to adopt a sustainable approach in employee development. This includes continuous training and competency development, as well as recognition of employee achievements. According to Dessler (2012: 273). In addition, creating a work environment that supports collaboration and innovation can also encourage employees to perform better.

Efforts to develop employee performance can be realized through training programs that focus on developing skills and competencies. In addition, a fair and transparent reward system can provide incentives for employees to achieve better performance. In the context of PPKS Marihat, strategies implemented to improve quality and efficiency must include an employee-based approach that prioritizes the development of individual competencies and motivates active participation in decisions. In this way, efforts to improve service quality and efficiency at PPKS Marihat can be more successfully achieved. Performance management is an essential foundation in improving employee performance Armstrong (2006:1) at PPKS Marihat. By ensuring effective communication between managers and employees, the organization's goals can be articulated clearly. Measurable goals and achieving training targets provide better direction for employees. Regular performance measurements enable identification of areas requiring improvement and facilitate constructive feedback.

Active employee participation in decision making can create a more inclusive and collaborative environment. By providing opportunities for employees to contribute to the planning, evaluation, and improvement processes, feelings of ownership and responsibility in the success of the organization are enhanced. This encourages deeper employee engagement and higher morale. Employee skills development is a long-term investment that can generate huge profits for PPKS Marihat. Training programs that focus on improving individual and team competency can increase the ability to provide high-quality services. In addition, providing career development opportunities to employees can motivate them to

continue to strive to achieve better performance. In the PPKS Marihat environment, employee performance has a dominant influence on achieving organizational goals. By combining effective performance management, active employee participation, application of technology intelligent, as well as sustainable skills development, PPKS Marihat can create an environment that supports improving service quality and operational efficiency. It is important to remember that this success requires a holistic approach that prioritizes collaboration, innovation and sustainable development. The application of Lean Management principles can contribute big impact on operational efficiency at PPKS Marihat. By identifying and eliminating waste in work processes, organizations can reduce wasted time, unnecessary resources, and unnecessary costs. Using techniques such as Value Stream Mapping can help identify improvements that can be made to increase overall efficiency.

Encouraging creativity and innovation among employees can open up new opportunities to improve efficiency and quality. Providing space for employees to contribute with new ideas and better solutions can inspire significant process improvements. Marihat PPKS can implement forums or mechanisms that facilitate the exchange of ideas and innovative thinking.

CONCLUSION

Active employee participation in decision making can create a more inclusive and collaborative environment. By providing opportunities for employees to contribute to the planning, evaluation, and improvement processes, feelings of ownership and responsibility in the success of the organization are enhanced. This encourages deeper employee engagement and higher morale. Employee skills development is a long-term investment that can generate huge profits for PPKS Marihat. Training programs that focus on improving individual and team competency can increase the ability to provide high-quality services. In addition, providing career development opportunities to employees can motivate them to continue to strive to achieve better performance. In the PPKS Marihat environment, employee performance has a dominant influence on achieving organizational goals. By combining effective performance management, active employee participation, application of technology intelligent, as well as sustainable skills development, PPKS Marihat can create an environment that supports improving service quality and operational efficiency. It is important to remember that this success requires a holistic approach that prioritizes collaboration, innovation and sustainable development. The application of Lean Management principles can contribute big impact on operational efficiency at PPKS Marihat. By identifying and eliminating waste in work processes, organizations can reduce wasted time, unnecessary resources, and unnecessary costs. Using techniques such as Value Stream Mapping can help identify improvements that can be made to increase overall efficiency.

Encouraging creativity and innovation among employees can open up new opportunities to improve efficiency and quality. Providing space for employees to contribute with new ideas and better solutions can inspire significant process improvements. Marihat PPKS can implement forums or mechanisms that facilitate the exchange of ideas and innovative thinking.

REFERENCES

- Hasibuan Melayu, 2012. *Manajemen Sumber Daya Manusia*. Jakarta. Bumi Aksara.
- Mangkunegara, AA. 2011. *Evaluasi Kinerja SDM*. Refika Aditema. Bandung.
- Sugiyono, 2010. *Metode Penelitian Kuantitatif kualitatif dan R&D*, Alfabeta, Bandung.
- Smith, J. (2021). *Meningkatkan Kinerja Karyawan: Strategi dan Taktik Modern*. Penerbit ABC.
- Bangun, W. 2012. *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Rumawas, W. 2018. *Manajemen Sumber Daya Manusia*. Manado: Universitas Sam Ratulangi.

- Johnson, A., & Williams, B. (2020). *The Impact of Employee Performance on Organizational Efficiency. Journal of Management Studies*, 45(3), 301-315.
- Dewi, Ratna. 2016. "Pengaruh Tingkat Pendidikan Dan Motivasi Kerja Terhadap Kinerja Karyawan". *Jurnal Manajemen*. Volume 4.
- Kadarisman, M. 2012. *Manajemen Pengembangan Sumber Daya Manusia*. Jakarta : Rajawali Pers.
- Pusat Pelatihan dan Keterampilan Marihat.(2022). Tentang Kami. Diakses dari <https://www.pksmarihat.com/tentang-kami>
- Brown, C. (2019). *How Employee Engagement Affects Operational Efficiency. HR Insights Magazine*. Diakses dari <https://www.hrinsightsmagazine.com/employee-engagement-operational-efficiency>
- Mangkunegara, Anwar Prabu. 2006. *Evaluasi Kinerja Sumber Daya Manusia*. Bandung: Refikat Aditama.
- Flippo, Edwin B. (2011), *Manajemen Personalia* PT. Gelora Askara Pratma, Jakarta.
- Rolos, J. K. R., Sambul, S. A. P., & Rumawas, W. (2018). Pengaruh beban kerja terhadap stres kerja dan dampaknya terhadap kinerja karyawan. *Jurnal Administrasi Bisnis*, 6(4), 19–27.
- Sondang P. Siagian. 2014. *Manajemen Sumber Daya Manusia*. Jakarta : Bumi Aksara.