

DEVELOPMENT OF PT PUSPA SETYA ABADI'S PERFORMANCE MANAGEMENT IN CREATING COMPETENT WORKFORCE TO BE DISTRIBUTED TO JAPAN

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Abstract

The development of performance management has a vital role in increasing productivity and human skill levels. The purpose of this study is to determine whether the performance management practices of PT Puspa Setya Abadi can create a competent workforce to be distributed to Japan. The method used in this study is a mixture of conducting interviews and distributing questionnaires. The findings of the study indicate that improving performance management has an impact on the desired results. Clearly stated goals, open feedback, and employee development are critical in achieving positive results. These findings contribute to understanding the importance of performance management in improving employee productivity and competence in the workplace.

Keywords: Performance Management, Human Resources, Competence, Productivity

Introduction

PT Puspa Setya Abadi is a job training institution that focuses on distributing workers to Japan. PT Puspa Setya Abadi is committed to providing valuable internship opportunities in Japan for prospective Indonesian workers. Based on data from the Ministry of Manpower, there are more than 300 registered companies engaged in the same field. This indicates the high interest of the community in gaining work experience in Japan. Therefore, PT Puspa Setya Abadi must continuously improve the management of its business operations in order to be able to compete with other businesses that have similar goals. PT Puspa Setya Abadi already has an official permit as a Sending Organization (SO), which means it is an official institution for sending interns to Japan and can provide legal protection for interns. Until now, PT Puspa Setya Abadi has sent hundreds of participants from various regions in Indonesia. The selection process at PT Puspa Setya Abadi is very strict in order to avoid complaints from recipient companies in Japan regarding the quality of workers sent to Japan. The selection process consists of psychological tests, health tests, interviews, and Japanese language tests. Through a strict selection process, students are expected to not only learn academic material but also physical, mental, and disciplined skills to help them adjust to their new environment.

The company consists of several interconnected divisions, namely the recruitment division, education division, finance division, and infrastructure division. Therefore, Human Resources (HR) has a very important role in increasing the achievement of excellence and success of a company, it is very important for the business world to have competent and capable employees (Gustiana et al., 2022). The company's end result is truly the standard of the company's success. Changes in the era of globalization highlight the ability of workers to succeed in business development because competent human resources are able to follow up and overcome obstacles to achieve company goals (Sihombing & Verawati, 2020). One of the most important aspects of human resources for the success of a business is training and development for employees to improve their skills and abilities. In this way, employees can learn new skills or realize their own potential and realize that they are valuable assets to the company.

Key components of performance management are needed to improve the quality of human life. Performance management is the process of evaluating results and comparing them with expectations stated as guidelines that focus on targets, standards, and work indicators (Irawan, 2023). According to previous research conducted by (Adwishanty, n.d.) employee training, compensation, job-related benefits, and work environment all have a positive and significant impact on employee productivity growth which is also related to business productivity growth. According to research (Farhan & Kunci, 2018) competitive advantage is greatly influenced by performance management strategies. The superiority of

human resources owned by the company is considered to be able to help the company achieve an effective level of success.

Several previous studies have raised awareness of the need for performance management development in relation to improving human resources and welfare. The purpose of this study is to determine whether the development of performance management has an impact on improving the quality of human resources at PT Puspa Setya Abadi. In addition, the results of this study will provide several effective and efficient strategies for developing performance management. It is expected that the results of this study will provide information and direction for improving human resources in order to develop performance management.

Methods

The methodology used in this study is called mixed. This research is a branch of research that combines two previously existing methods, namely quantitative and qualitative methods. According to Iskandar (2021), mixed methods are a type of research that combines quantitative and qualitative methods to be used in a harmonious way in a particular research activity, so as to produce more comprehensive, valid, reliable, and objective data. Quantitative research methods focus on quantity and size. When analyzing the results, quantitative research tries to ensure that the research findings are accurate and generalize them as empirical facts or truths. In contrast, qualitative methods focus on concepts related to definitions, characters, symbols, metaphors, and other aspects related to description (Firmansyah et al., 2021).

In this study using a mixed or gradual sequential strategy that involves combining data from quantitative methods and qualitative methods. This strategy can be done gradually to obtain qualitative data, then it must be compared with quantitative data in this case using a survey. The technique used in the qualitative method is a guided interview, which refers to questions that are not tied to interview guidelines and can be studied in depth according to field conditions.

In addition, the questionnaire will be analyzed using a Likert scale. According to Pranatawijaya et al., (2019) the Likert scale is used to measure the perception, attitude, or opinion of individuals or groups towards a social phenomenon or research. The following are the criteria and results of the management performance research of PT Puspa Setya Abadi:

Table 1. Criteria and results of the Likert scale in the performance management satisfaction survey.

No	Criteria	Score
1.	Very Satisfied (VS)	5
2.	Satisfied (S)	4
3.	Neutral (N)	3
4.	Not Satisfied (NS)	2
5.	Very Dissatisfied (VD)	1

Five aspects of student satisfaction with PT Puspa Setya Abadi's performance management are used by the author. Here, students might be thought of as employees who have been sent to Japan by PT Puspa Setya Abadi. The five dimensions are defined as follows:

1. A company's ability to serve students is known as **reliability**.
2. A company's **responsiveness** is its capacity to accommodate all of the wants and preferences of students
3. Students receive **assurance** from the organization.
4. Student satisfaction with the company's performance is a sign of **empathy**.
5. One particular characteristic of **Tangibles** is the company's capacity to offer pupils the best service possible.

The following is a list of questions regarding student satisfaction with PT Puspa Setya Abadi's performance management which was analyzed and measured based on the five dimensions above:

1. How do you assess the skills and abilities of employees in the education division in activities aimed at teaching and training prospective workers who will be channeled to Japan? (reliability dimension)
2. How do you assess the performance of employees in the recruitment division of the company in meeting the needs and desires of the type of work and placement of prospective workers who will be channeled to Japan? (responsiveness dimension)

3. How do you assess the guarantee of certainty of departure to Japan provided by the company? (assurance dimension)
4. How do you assess the responsiveness of company employees in handling complaints, suggestions, and input? (empathy dimension)
5. How do you describe the suggestions and infrastructure provided by the company? (tangibles dimension)

By dividing the difference between the maximum and minimum indexes by the number of criteria, interval classes are used to identify each performance management quality criterion's category. The calculation of this interval class is described as follows:

Number of respondents : 120 Respondent
 Maximum score (Very Satisfied) : 5
 Minimum score (Very Dissatisfied) : 1
 Number of criteria : 5

So,

Maximum index = $5 \times 120 = 600$
 Minimum index = $1 \times 120 = 120$
 Range = $(600 - 120) / 5 = 96$

With a range of 96, each criterion has a score interval as follows:

Table 2. Interval of Total Scores for each Criteria

No	Interval Total Score	Criteria
1.	116 - 212	Very Dissatisfied (VD)
2.	213 - 309	Not Satisfied (NS)
3.	310 - 406	Neutral (N)
4.	407 - 503	Satisfied (S)
5.	504 - 600	Very Satisfied (VS)

Results and Discussion

After the introduction and methodology are explained, the research results will be presented in this section. The first research results will be presented based on the survey results. This quantitative approach makes use of Google Form media and the research on the degree of satisfaction with performance management includes 120 student respondents who were sent to Japan by PT Puspa Setya Abadi. The respondents answered questions on the questionnaire related to the five dimensions of performance management quality variables consisting of aspects of human resources and infrastructure. Then, the questionnaire was processed using a Likert scale with the following results:

1. Assessment of the performance of the education division (reliability dimension)

Table 3. Satisfaction rating for the performance of the education division

Indicator	Criteria and Score					Amount	
	VD	NS	N	S	VS		
Score	1	2	3	4	5		
The skills and abilities of education division employees in activities aimed at teaching and training prospective workers who will be sent to Japan.	Frequency	0	0	5	15	100	120
	Total Score	0	0	15	60	500	575

Based on the preceding table, it can be seen that the value of workforce satisfaction has been channeled to Japan regarding the skills and competencies of employees of the education division company in educating and training is 575. Based on the criteria, this value falls into the **VERY SATISFIED** score interval.

2. Assessment of the performance of the recruitment division (responsiveness dimension)

Table 4. Satisfaction rating for recruitment division performance

Indicator		Criteria and Score					Amount
		VD	NS	N	S	VS	
Score		1	2	3	4	5	
The performance of the company's employees in the recruitment division in meeting the needs and desires of the types of work and placement of prospective workers who will be channeled to Japan.	Frequency	0	0	0	10	110	120
	Total Score	0	0	0	40	550	590

From the table above, it can be seen that the satisfaction value felt by the workforce who have been distributed to Japan regarding the performance of the recruitment division in fulfilling the desires of prospective workers is 590. This value is included in the score interval and meets the criteria of **VERY SATISFIED**.

3. Assessment of company performance in providing guarantees (assurance dimension)

Table 5. Satisfaction rating for company performance in providing guarantees

Indicator		Criteria and Score					Amount
		VD	NS	N	S	VS	
Score		1	2	3	4	5	
Guarantee of certainty of departure to Japan provided by the company	Frequency	0	0	0	15	105	120
	Total Score	0	0	0	60	525	585

It is known from the above table that the employees who were sent to Japan expressed 585 satisfaction with the company's departure assurance, meeting the **VERY SATISFIED** criterion.

4. Assessment of the performance of company employees in handling complaints, suggestions and input (empathy dimension)

Table 6. Satisfaction rating for company employee performance

Indicator		Criteria and Score					Amount
		VD	NS	N	S	VS	
Score		1	2	3	4	5	
Responsiveness of company employees in handling complaints, suggestions and input	Frequency	0	0	10	35	75	120
	Total Score	0	0	30	140	375	545

As a company that supplies manpower to Japan, in handling complaints, suggestions and input, it obtained a satisfaction score of 545, with the criteria **VERY SATISFIED**.

5. Performance assessment of the facilities and infrastructure division (tangible dimension)

Table 7. Satisfaction rating for learning support facilities and infrastructure

Indicator		Criteria and Score					Amount
		VD	NS	N	S	VS	
Score		1	2	3	4	5	
Facilities and infrastructure provided by the company	Frequency	0	0	0	47	73	120
	Total Score	0	0	0	188	365	553

According to the aforementioned data, the employees who were sent to Japan satisfaction rating with the companys infrastructure and facilities in Japan is 553 with a **VERY SATISFIED** rating.

$$\begin{aligned} \text{Average satisfaction rating} &= (575 + 590 + 585 + 545 + 553)/5 \\ &= 2.848 / 5 \\ &= 596,6 \end{aligned}$$

From the results of the analysis of student satisfaction that has been channeled to Japan through PT Puspa Setya Abadi regarding the performance of PT Puspa Setya Abadi employees above, it was concluded that respondents were **VERY SATISFIED** with the company's performance management, with an average satisfaction score of 596.6.

The results of quantitative research will be compared with qualitative research methods. Three employees and two students who were dispatched to Japan as workersd by PT Puspa Setya Abadi are involved in this qualitative study approach. The following are the results of the interview:

1. Implementation of performance management at PT Puspa Setya Abadi

PT Puspa Setya Abadi is a company that focuses on providing labor in Japan that has implemented a structured and measurable performance management system. In interviews with employees and students, it was revealed that this company has a clear performance management cycle, starting from individual goal setting, performance measurement, to evaluation and feedback to develop performance management. Each employee is given a measurable and realistic performance target according to their role and responsibilities so that they can work effectively and efficiently. Training and development programs are also offered to help employees improve their skills and abilities. Employees are routinely evaluated using questionnaires given to students. Students expressed that with such employee performance management, it guarantees timely departure to Japan and places them in the field of work and placement areas that suit their needs. Of course, the success of this company's performance management is also supported by decent and adequate facilities.

2. The impact of performance management development on employee productivity at PT Puspa Setya Abadi

The implementation of effective performance management in the company has a positive impact on employee productivity. By setting clear and concise goals, employees have a clear understanding of what is expected of them and are focused on achieving those goals. Interview results show that employees feel motivated to achieve their goals because of the support and constructive feedback from their managers and are motivated to perform well because of the opportunities for career development and achieving their personal goals. In addition to rewards, penalties are also imposed on employees who do not perform well. In an effort to minimize the decline in performance, the company offers training and development programs to help employees improve their skills and abilities, which in turn increases their capacity to do their jobs effectively and efficiently. That way, students have full confidence in competent employees. Students said that employees who have a high level of expertise and competence in their fields are able to provide good education and training so that their provisions before being distributed to Japan can be met. The provisions in question are mental, physical, discipline and Japanese language readiness. Thus, it can create competent prospective workers who are ready to be distributed through PT Puspa Setya Abadi. In addition, criticism and suggestions to the company always receive a quick and appropriate response as material for evaluating the company's performance management.

The level of satisfaction of the workforce distributed to Japan towards the performance of PT Puspa Setya Abadi employees has reached the criteria of very satisfied. The following is an outline of the actions taken by PT Puspa Setya Abadi to enhance its management performance:

1. Make sure your goals are specific, quantifiable, attainable, pertinent, and time-bound.

2. Give employees constructive criticism to help them realize their potential and offer suggestions for development.
3. Provide instruction and training to enhance performance.
4. Create a happy workplace to increase worker productivity.
5. Perform routine assessments
6. Establish incentives and sanctions
7. Be receptive to changing proposals and regularly assess management strategies to accommodate unforeseen circumstances.
8. The entire infrastructure of the business

Conclusion and Suggestions

The study's findings suggest that performance management plays a significant part in raising worker motivation and output. Companies that implement a structured, measurable, and employee development-focused performance management system will have more productive and motivated employees. Companies need to pay attention to the importance of clear goal setting, open feedback, and employee development as an integral part of their performance management strategy. In addition, good communication between managers, employees, and students is also a key factor in employee motivation and performance. As a suggestion, companies need to continuously evaluate and improve their performance management systems to suit developments and changes in the organization and work environment. In addition, the development of employee performance management should be seen as an investment that will provide benefits to the company in the long term. Thus, effective performance management not only aims to improve current employee performance, but also to motivate them to meet future targets.

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