



# The Improvement of Employees' Performance in South Sulawesi, Indonesia

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**Abstract:** *The era of globalization has a significant impact on the business world. Globalization raises intense competition among companies to achieve company goals. To improve the employees' performance, the game, innovation, and creativity of leaders and employees are needed. The purpose of this study is to provide an overview of the improvement of employees' performance at the Sipatuo Company in Baranti District, Sidenreng Rappang Regency, South Sulawesi. This research is quantitative research aims to know the relationship between the employees' performance and its indicators. This variable measurement used in the instrument in the form of a questionnaire with an ordinal scale on each item in question. The result showed that the employee's performance at Sipatuo Company in Baranti District, Sidenreng Rappang Regency was in a reasonably high category. This seen from the employee's work quality, the quantity of work that can be done by the employees, although sometimes the employees need some time to complete their work, the needs of employees for supervision and assistance from other employees, and good relationships established between employees. This research implies that the leaders become pay attention to the employees' performance and improve their work outcomes.*

**Index Terms:** *Improvement of employees' performance, quality of work, a quantity of work, punctuality, interpersonal relationships*

## I. INTRODUCTION

The era of globalization has a high impact on the business world. Globalization raises intense competition among companies to achieve the goals of the company. With globalization, the business world is also encouraged to deliver effective and efficient results. This is importantly needed so that the company has competitiveness and stays on the market. One of the factors that determine the survival of a company is the human resources that run the company's management. Human resources, in this case, are labor or employees. Every company needs an educated and ready-to-use workforce to support the company's development.

In addition to guaranteeing the quality and stay exist, to be able to compete with other similar companies, a company must also have a competitive advantage, which will only obtain from the employees who are productive, innovative, creative, spiritual and loyal. Employees who meet such criteria will only possess through the application

of appropriate human resource management concepts and techniques with high morale and competent leaders and a supportive work environment. Employees with excellent quality are not only those who master specific fields but also have high enthusiasm in carrying out their duties. The existing employee s' performance can improve through mature human resource planning.

The employee's performance is the attitude of an individual or group of people to their willingness to work together to be able to devote their abilities as a whole. The balance theory shows that optimal performance will achieve if there is a sense of justice felt by the employees. Various indicators that can lead to a sense of justice according to this theory, among others, are the benefits which mean that an employee in carrying out his duties can feel the profits from his work. One of the private companies in Baranti district is the Sipatuo Company, where the company plays a vital role in the development of Sidenreng Rappang Regency. This company is engaged in manufacturing stage houses. Based on preliminary observations, found that some employees were still less productive. This was allegedly due to a lack of employees' motivation. In addition, there are also some symptoms that suggest a low performance of employees, among others: seen many employees who are not working rather than completing their work during working hours, and there are some employees who do not work and even carry out activities that have nothing to do with the job and also still many of the employees who are late for coming to work or leaving the company before working hours are over though employees should have a high awareness to carry out their duties well and possess high work motivation.

Some of the expert views on the term of performance; most of them are having different meanings but have the same purpose. Performance is a way of working as well as the work shown in carrying out a particular task. Mangkunegara (2007: 67), states that: The term performance comes from the word Job Performance or Actual Performance (work performance or actual achievement achieved by someone). The definition of production (work performance) is the work of quality and quantity produced by an employee in carrying out his duties following the responsibilities given to him. Bernardin in Sudarmanto (2009: 8) argues that: performance is a record of the results produced (resulted) over the functions of a particular job or activities over some time.

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Related to the concept of performance, Rummel and Brache in Sudarmanto (2009: 7) said that there are three levels of performance, namely: a) Organizational performance: is the achievement of results (outcomes) at the level or unit of analysis of the organization.

Production at the organizational level is related to organizational goals, corporate design, and organizational management. b) Process performance: is a performance in the staging process in producing a product or service. c) Performance of individuals/jobs: is achievement or effectiveness at the level of employees or jobs. Performance at this level influenced by job objectives, work design, and job management, and individual characteristics.

Based on the expert opinions above, it can be understood that performance is the work achieved by an organization by the authority and responsibility or as an illustration of the size of the results obtained from an activity both seen in quality and quantity under the vision and mission of the related organization.

Meanwhile, Siswanto (2005: 232), argues that "performance assessment (work performance) is a subjective process involving human judgment." The performance assessment said subjective because most of the jobs are truly impossible to measure objectively, this is due to several reasons, including reasons for complexity in the task of measurement, the changing circles, and difficulties in formulating tasks and individual work in detail. Thus, performance assessment is very likely wrong and very easily influenced by non-actual sources. Often, these sources affect the assessment process so that it must be taken into account and appropriately considered. Performance assessment is deemed to meet the target if it has a good impact on the workforce that has just assessed its performance. Based on the definition, it can be understood that the performance of human resources or employees is the result of work (output) both quality and quantity achieved by human resources per unit period in carrying out their duties under the responsibilities given to them.

The measurement or standards of performance are related to specific parameters or dimensions that are used as a basis or reference by the organization to measure performance. To be able to measure performance well, many experts or experts argue about performance standards that can be used, but most opinions are varied and different.

Martin and Bartol in Sudarmanto (2009: 9), argued that performance standards should be based on work, linked to the requirements outlined from job analysis, and reflected in job descriptions and job specifications. Related to the size and standard of performance, Devries in Sudarmanto (2009: 10), argues that in measuring performance, there are three approaches, namely: 1) Approach to the personality trait, namely by measuring: leadership, initiative, and attitude. 2) Behavioral approach, namely by measuring: feedback, presentation skills, response to customer complaints. 3) Approach to results, namely by measuring: production capability, ability to complete products according to schedule, increase production/sales.

In the achievement of performance is not taken for granted, but the existence of several factors that influence the success of employee performance are as follows, According to Mangkunegara (2000: 67), factors that affect performance achievement, namely:

### 1. Knowledge

Knowledge is the ability possessed by employees who are more oriented to intelligence and thinking power and extensive mastery of knowledge possessed by employees. The level of education can influence a person's experience, media and information received.

### 2. Skills

Ability and mastery of operational technologies in specific fields owned by employees. Such as conceptual skills (conceptual skills), social skills (human knowledge), and technical skills (technical ability).

### 3. Ability

Capabilities that formed from several competencies possessed by an employee that includes loyalty, discipline, cooperation, and responsibility.

According to Mahmudi (2005: 21), factors that influence performance achievement, namely:

- a. Personal or individual elements, including knowledge, skills (skills) abilities, confidence, motivation, and commitment that is owned by each individual.
- b. Leadership factors include quality in providing encouragement, enthusiasm, direction, and support given by the manager.
- c. Team factors include the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and intelligence of team members.
- d. System factors include work systems or infrastructure provided by organizations, organizational processes and performance cultures.
- e. Conceptual (situational) factors, including pressure and changes in the external and internal environment.

According to Robbins (2002: 50), factors that influence performance achievement, namely:

### 1. Ability factor

The ability is an individual capacity to work on various tasks of a job, these abilities can see from two aspects: a) intellectual skills namely the skills needed to perform mental activities and b) physical skills, namely the necessary skills to perform tasks that demanding stamina, dexterity, strength, and power. Ability in a field can only be owned by someone who has sufficient talent and intelligence (intelligence), while skill is usually developed by providing knowledge development opportunities through three things: a) education, b) training, and c) work experience. The existence of potential talents without being given a chance to be developed will not change into abilities.

On the contrary, even if the agency provides an opportunity, but if the person concerned does not have a primary talent, then the opportunity is not sufficient. In addition to expertise and knowledge which are the main requirements for the formation of ability, there are also factors of interest that influence the ability to do work.

## 2. Willingness and motivation

Willingness and motivation is the ability to issue a high level of effort for organizational goals. Desire or motivation of one's work is influenced by several factors, namely: a) environmental influences namely the attitude of employees facing an excellent physical environment to work, bright lights, comfortable air vents, cool free of noise noise and there should be music, b) environmental influences social, that is, as social beings in carrying out work not only purely pursuing income but also expecting appreciation from other employees, other employees are happy if they can receive and help other employees.

## II. RESEARCH METHOD

The method used in this study is a quantitative method with the aim of correlation. An instrument uses this variable measurement in the form of a questionnaire with an ordinal scale on each question item. The population in this study was 34 employees of the Sipatuo Company of Baranti District. If the number of samples is less than 100, then the total population will be used as the sample. Therefore the numbers of samples in this study were 34 respondents. In this study, the researcher used several data collection techniques as follows: observation, questionnaire, interview, and documentation. The method used to process data in this study is descriptive statistical analysis techniques and inferential analysis techniques that aim to examine research variables.

## III. RESULT AND DISCUSSION

Qualifications of the quality of respondents' answers regarding the performance of employees of the Sipatuo Company in Sidenreng Rappang Regency also based on categories as carried out to determine the work motivation. The types intended are based on categories: namely, very high, high, tall enough, and low.

The result shows that out of 34 research respondents, there were 22 respondents (64.71 percent) who stated that the employees' performance of Sipatuo company Baranti District of Sidenreng Rappang Regency was very high, 11 respondents (32.35 percent) noted that the employees' performance of Sipatuo company was tall, 1 respondent who stated was quite high, and no respondent pointed out that the employees' performance of Sipatuo company was in the low category. The employees' performance of the Sipatuo Company classified into a very high class, where the mean value of 33.79 is in the range 34 - 41 with a standard deviation of 3.409. This illustrates that the employees' performance in Sipatuo Company is in a very high category, in terms of work quality, namely the level of work given to employees following their capacity. The capacity or placement of employees

according to their expertise is something that will make employees feel comfortable and can do their jobs. Also, the quality of work of employees will also look good when employees not given a workload that exceeds their ability by the leadership. This is in line with Mr. H. Banda (Head of Sipatuo company of Baranti District), who stated that: We put employees per their respective expertise, and there never found any employees who complained about the workload we gave them because we had never provided workloads for them beyond their capabilities. (interview dated 21 December 2016). Workload and placement of employees in place will have an impact on the quality of work to be produced. The quality of work will be seen when consumers have never complained about the results of the construction of a stage house that has been completed. This is because consumers will not give a full payment to the companies when there are things that employees do not work following the order. The quality of the work of employees who will also determine the establishment of a company so that if we observe that this company has been established for several decades ago and consumers are satisfied with the quality they get, this company continues to stand and serve consumers.

The quality of work will also be reflected in the punctuality of employees in working because consumers will complain when they have agreed with the company with a predetermined period for the completion of the stage house they ordered. This is similar to what was stated by Mr. H. Banda (Head of Sipatuo company of Baranti district), that: We firmly hold the punctuality of the completion of customer orders vital because we do not want any consumers to complain about it and if consumers complain, then they will not trust us anymore, and that will cause an adverse effect on the company. (interview dated 21 December 2016).

The punctuality of employees in completing their work will not run well when no one watches their work; it requires individual supervision of the company so that employee performance and work results are satisfactory for consumers. This is what causes a leader to usually give an assignment to an employee who is generally called a Chief Worker to monitor and supervise the employees when working in the field.

The employees' performance will also be useful when all employees have a good relationship so that they can help each other in completing their work. This is in line with what was stated by Ms. Hj. Nanna (Treasurer of Sipatuo Company of Baranti district), that: All employees here have good relations with each other, and there has never been a discrepancy between them. (Interview dated 21 December 2016).

The performance of the employees of Sipatuo Company in Baranti district, Sidenreng Rappang Regency, is in a very high category. Where the quality of work influences employees' performance, a quantity of work, punctuality, need for supervision, and interpersonal relationships. The employees of Sipatuo Company of Baranti District, Sidenreng Rappang Regency, shows that employees have very high performance as research data shows that employees have very high performance. The high performance of employees can be seen from the employee performance indicators, namely:



1. Quality of work; on the aspect of the variety of work indicators that employees have at Sipatuo company is in a very high category where employees always work on customer orders on time and by consumer orders.
2. Quantity of work; on the aspect of the number of work indicators show that employee performance is in a very high category where the leader places employees per their field of expertise and does not provide workloads that exceed the capabilities of employees.
3. Punctuality; the indicator aspects of readiness are in the very high category indicating that consumers never complain about the time of completion of the order.
4. The need for supervision; on the aspect of involvement indicators based on the results of research data in the very high category. This can be seen from the existence of employees assigned by the leader as the head of the company to watch the employees working in the field.
5. Interpersonal relationships, on the aspect of the indicators of interpersonal relations, are in a very high category where employees establish good relationships with other employees and in cooperating with other employees.

The employees' performance will be high when they are motivated to work well, but sometimes there is something that causes them not to be motivated to work well, but they have excellent performance if they are not in a situation that requires them to prioritize their interests.

#### IV. CONCLUSION

The employees' Performance of Sipatuo Company, Baranti district, Sidenreng Rappang Regency is in a very high category. This is seen from the employee's work quality, the quantity of work that can be carried out by the employees, although sometimes employees need some time to complete their work, the needs of employees for supervision and assistance from other employees, and good relationships are established between employees. To the leaders and employees to improve the employees' performance is expected to pay attention to the quality and quantity of work, and relationships among employees.

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