Implementation of Performance Management Based on Deming Model in PT. Bintan Jaya Samudra

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Abstract *This study aims to describe and analyze the implementation of Deming Model-based performance management (PDCA) in PT. Bintan Jaya Samudra. The research uses a type of descriptive research with a qualitative approach. Data collection was carried out through observation and interviews. The sample used was purposive sampling. The informant in this study is Mr. Ruslan Jumas as the president director of PT. Bintan Jaya Ocean. The data analysis used in this study uses descriptive analysis using triangulation techniques and sources. The company plans by emphasizing discipline and carrying out internal training for each employee which has then been carried out and will later be evaluated periodically and followed up. The results of the study show that the implementation of the Deming Model in PT. Bintan Jaya Samudra is not applied perfectly, especially in the follow-up section (Act) because this company only gives bonuses to employees who manage to achieve the target but there is no punishment for employees who do not reach the target.*

Keywords : Performance Management, Deming Model, Employees

1. INTRODUCTION

In the era of globalization and increasingly tight competition, organizations are required to always adapt and innovate in order to maintain their competitiveness. One of the crucial aspects that determines the success of an organization is management. **employee** performance (Wahyuanto et al., 2024). Employee performance not only has a direct impact on organizational productivity, but also on customer satisfaction and the company's reputation in the market. Therefore, many organizations are beginning to realize the importance of implementing an effective and efficient performance management model (Bairizki, 2020). So that the right steps are needed to carry out service quality control, one of which is through the application of the Deming model (Masterizki, 2014). Their services can be said to be of high quality if they have met what was previously determined. Moreover, service can be said to be of high quality if it succeeds in meeting customer needs (Sallis. E, 2002). Implementation can be done using the *Deming Cycle method* popularized by W. Edwards Deming; A statistician in America and has successfully helped Japanese companies to improve design, service, product quality and testing. Deming implemented continuous improvement steps which are now known as *Plan, Do, Check, Act* (www.change management-consultant.com.

In all sectors, related to the public sector and the private sector, they want to implement better and optimal service quality, especially the private sector such as PT Bintan Jaya Samudra which operates in the field of shipping services.

Based on the following background, the researcher is interested in conducting research on a company engaged in the service sector in the shipping sector, namely PT Bintan Jaya

Samudra, which is a service provider company in the shipping sector, especially engaged in the field of ship agency services. This PT has been operating since 2015, located at Jalan Barek Motor No. 20 RT / RW. 002 / 008.Kel. Kijang Kota District. Bintan Timur Riau Islands. Has 9 employees who are tasked with analyzing, coordinating and so on.

PT. Bintan Jaya Samudra is faced with a number of challenges such as the online system used is still limited, with servers that must serve various ministries throughout Indonesia, so that it often experiences disruptions. This slows down the application approval process, especially related to PNBP payments, and complicates coordination between agencies such as harbor masters, immigration, customs , and port quarantine. For the improvement plan, the company is gradually improving technology through investment in more sophisticated infrastructure and development of integrated systems. This step is expected to accelerate the process of submitting and issuing permits, as well as improving coordination between agencies for more efficient operations.

This study aims to describe and analyze the implementation of performance management based on the Deming Model (PDCA) at PT. Bintan Jaya Samudra . It is hoped that this study can be a significant contribution to the development of performance management literature while providing real benefits to the business world.

2. LITERATURE REVIEW

Performance Management

Performance management is a management style in managing performance-oriented resources that carries out an open and continuous communication process by creating a shared vision and a strategic and integrated approach as a driving force to achieve organizational goals (Azizah, 2021). According to Walter (Fauzi, 2020) Performance management is about directing and encouraging workers to work as effectively and efficiently as possible in line with the needs of the organization. According to Armstrong (Sifa, et al., 2024), the scope of performance management includes measuring performance results compared to performance targets that have been agreed upon in the performance contract. The focus of performance management is on targets, measurements, indicators, and performance standards.

Performance management aims to improve performance in achieving productivity, effectively, and efficiently according to applicable standards and operational procedures to achieve optimal results according to predetermined goals. In the world of work, work management is an important step that must be implemented to achieve success. At least, there are several main reasons why performance management is needed. Among others, to improve

employee skills, develop careers, improve employee performance and income, as a form of appreciation for employee achievements and in order to increase employee effectiveness, efficiency, and productivity (Utomo , 2022)

Deming Model

The PDCA method is a continuous cycle and occurs through a process that is continuously used. This cycle is called the Deming cycle (Deming Cycle/Deming Wheel) because it was introduced by Dr. W. Edwards Deming (Daweski and Djumiarti, 2023). Deming explains that the performance management process begins with making plans, taking implementation actions, monitoring the progress and results of the implementation, and finally conducting a review or review of the progress of the implementation and the progress of the work that has been achieved (Pulungan and Wardhana, 2020)

Planning (Plan)

The first step of the Deming cycle "Plan" (P) is associated with the recognition of possible changes, namely, improvements and their scheduling. This step sets goals for improvement and designs an action plan that will allow these goals to be achieved. It is important to identify the problem, analyze the causes that influence it, generate solutions, and develop an implementation plan (Jaguasik -Kocik, 2017).

Implementation (Do)

At this stage, the plans that have been drawn up begin to be implemented to address the causes.

problems according to the predetermined plan. Actions are directed at implementing strategies, policies, and processes needed to achieve the results set in quality targets or according to user requirements (Azwir & Satriawan, 2018).

Check

Researching and checking the results achieved. Research and checking means ensuring that the implementation is going according to plan. This includes comparing product quality with established standards, using failure data, and identifying causes (Lie , Mujiyanyo & Suherman, 2024).

Action (Act)

The "Act" stage in the PDCA (Plan-Do-Check-Act) concept is the last stage in the cycle and plays an important role in the development of an industry-oriented vocational education quality management model. This stage focuses on continuous improvement and development actions based on the evaluation results obtained in the "Check" stage. The "Act" stage is an

important step in carrying out continuous improvement (Wahyudin, Permana & Nurlailasari, 2023).

3. RESEARCH METHODS

The study used a descriptive research type with a qualitative approach. Descriptive research is a type of research that aims to describe or explain phenomena, conditions, or situations that exist systematically, factually, and accurately. Data collection was carried out through observation and interviews. The sample used was purposive sampling. The informant in this study was Mr. Ruslan Jumas as the main director of PT. Bintan Jaya Samudera. Data analysis used in this study used descriptive analysis using triangulation. Triangulation is a data validity checking technique that utilizes something other than the data as a comparison to the data, there are three types of triangulation, namely triangulation with sources, triangulation with techniques, and time triangulation (Prabowo and Heriyanto, 2013). This study used triangulation techniques and sources . The stages in this study include: data collection, data condensation, presenting data and drawing conclusions (Miles Huberman and Saldana 2014).

4. RESULTS AND DISCUSSION

Planning (*Plan*)

PT. Bintan Jaya Samudera utilizes a system provided directly by the PNBP (Non-Tax State Revenue) which contributes directly to the Sabandar, Immigration, Customs and Quarantine agencies to run its operations. The system has been determined by the PNBP because they determine the entry permits for ships and unloading goods, so that PT. Bintan Jaya Samudera functions as an intermediary who directly implements the system. PT. Bintan Jaya Samudra strives to develop human resources by establishing as much cooperation as possible with ship owners and implementing greater discipline in order to maintain work productivity and performance of each employee. PT. Bintan Jaya Samudra also conducts internal training for all employees. Where in 1 year it is planned to be carried out 1 time, in order to refresh the employees. Then to achieve the vision and mission, this company also compiles performance targets based on work achievements achieved in the previous year. In this case, PT. Samudra Jay Samudra's planning focuses more on how the company runs the system provided by PNBP optimally and ensures that all employees understand their duties through training and fast service.

Implementation (*Do)*

Operational implementation at PT Bintan Jaya Samudra is carried out by relying on an online system that has been directly determined by PNBP, allowing efficiency in the process of ship entry permits and unloading goods . This system is directly operated online through a work mechanism that has been determined by PNBP and all data related to employee work is recorded and can be monitored through a reporting system provided by the company .

PT Bintan Jaya Samudra has implemented a plan made by providing excellent service such as providing a quick response to service users. In addition, employees also attend training provided by the company once a year. Until now, the implementation of the plan has been running without any significant problems, although sometimes there are still obstacles from the system used such as a server that is down because the system used is all over Indonesia . Problems regarding the server that occur are immediately reported to PNBP because system repairs are completely under the control of PNBP.

Check

The current overall performance of all employees at PT. Bintan Jaya Samudra is good. The training held also has a good impact on employee performance. The planned goals or performance targets that have been set have been implemented. In addition, PT Bintan Jaya Samudra conducts an evaluation once a month by comparing the desired results with the actual results. The results obtained will later become evaluation material for the company where employees who have good performance will get a bonus. Likewise, if there is a technical problem with the system, it will be reported to PNBP to be handled directly and fixed quickly. With this process, the company can maintain the quality of employee performance and operational continuity effectively.

Follow Up (*Act)*

After conducting an employee performance evaluation, the actions taken by the manager at PT Bintan Jaya Samudera only focused on providing bonuses or additional salaries only to employees who were willing to work outside working hours, as a form of appreciation for their commitment and dedication. However, the company does not yet have a clear follow-up policy to deal with employees who cannot complete their work on time . This creates an imbalance in performance management, because even though some work can be completed on schedule, the absence of further evaluation for employees who have not achieved the target can reduce the effectiveness of the evaluation itself. To improve productivity, the company needs to design more comprehensive improvement measures, such as training or rescheduling tasks,

so that employees can meet the expected standards without having to rely on extra incentives or work outside working hours.

5. CONCLUSION

The results of the implementation of the Deming model at PT. Bintan Jaya Samudra have not been implemented perfectly, because this company only focuses on planning, implementation and checking while follow-up has not been given much attention. At PT Jaya Samudra, they plan to develop human resources for employees to provide excellent service which is then implemented by providing a quick response to service users and providing training to each employee after that the company will check employee performance by looking at the reporting system created, the results of which will determine whether or not the company's target is achieved. After getting the evaluation results, the company did not take in-depth follow-up because for employees who were able to achieve the target, the company would give a bonus, but if there were employees who made mistakes and were unable to achieve the planned target, the company did not give punishment/sanctions or more in-depth follow-up related to it.

6. SUGGESTION

Based on the research results, there are several things that still need to be fixed by the Company. Therefore, suggestions are addressed to the Director of PT . Bintan Jaya Samudra to:

1. Implementing punishments for employees who are unable to achieve work targets, such as being fired or given sanctions.
2. Increase training to 3-4 times a year to improve employee performance to be more efficient
3. Involve employees in the evaluation process in order to correct deficiencies and overcome obstacles that occur.
4. Adding additional technology such as software to make it easier for the system in Indonesia to work so that the server does not often go down.

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