

## **Implementation of Performance Management and Training on Employee Performance**

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### **Abstract**

The achievement of an corporation is largely determined by way of effective human resource management, due to the fact human assets have a chief position in organizational activities. The concept of human useful resource management is a technique of planning, organizing, directing and supervising the sports of procurement, improvement of repayment, integration, maintenance and release of human resources so that organizational dreams can be found out. what is the relationship between implementation of performance management, education on employee performance? There are still few researchers who explore this query. This study aims to (i) analyze and examine the effect of performance management implementation variables on employee performance; (ii) analyze and test the effect of training variables on employee performance; and (iii) analyze and examine the dominant variables influencing employee performance. This research is included in the category of survey research. This research was conducted at PT Pelabuhan Indonesia (Persero), Makassar Regional. This research was conducted within 2 (two) months. The population and sample in this study were all permanent employees of 71 people. Data collection techniques used closed questionnaires which were distributed to all respondents. The data analysis method used in this research is descriptive analysis and multiple linear regression analysis. The results showed that the performance management implementation variable and the education and training variable had a positive and significant effect on employee performance both partially and simultaneously. The performance management implementation variable has a dominant influence on employee performance.

Keywords: Implementation of Performance Management, Training, and Employee Performance.

### **A. INTRODUCTION**

In essence, the corporation become installed to obtain commonplace goals efficiently with the difficult paintings, duty and authority of all individuals of the agency (Drouin & Bourgault, 2013; Mellor et al., 2013; Wei & Miraglia, 2017). The achievement of an company is basically determined by using effective human resource management, due to the fact human resources have a main function in organizational sports (Sulaiman, 2022). The idea of human aid management is a method of planning, organizing, directing and supervising the sports of procurement, development of reimbursement, integration, renovation and release of human sources in order that organizational goals can be realized (Banmairuroy et al., 2021; Choi et al., 2016; Hadji et al., 2022; Meyer & Allen, 1991).

Optimizing human useful resource control is expected to increase employee performance and productivity. The achievement of an organization can be seen from the outcomes of the paintings done by way of personnel or participants of the organization. agencies need worker development applications because they can maximize worker competency (Davis, 2015; Penney et al., 2011). Human aid management can affect overall performance via growing cost or the use of human useful resource knowledge associated with extensively targeted management practices. With an growth within the overall performance of character employees will encourage the performance of human assets as a whole, which is reflected in expanded productivity (Fahad & Kistyanto, 2021a, 2021b; Mubarok et al., 2021; Suhery & Nurofik, 2020; Susanto & Anjana, 2022).

Performance appraisal in various forms, for example a key performance index or a key performance indicator, is generally a goal and a systematic process of collecting, analyzing and

using information to determine the level of efficiency and effectiveness of employee tasks and target achievement (Jaisinghani et al., 2020; Jugend et al., 2018; Mesmer-Magnus & DeChurch, 2009; Riketta, 2002a; Salas et al., 2008). Performance appraisal is based on knowledge, skills, expertise and behavior used in carrying out the job properly and with a broad level of analysis of individual attributes and behavior. The hope of every organization is that all employees are able to demonstrate qualitative improvement and performance. To achieve this, employee behavior is very important. Employee intra-role behavior is one aspect of performance appraisal. Intra-role, namely employee behavior that has been thoroughly explained about what things they have to do (Batenburg et al., 2013; Riketta, 2002b).

Employee performance is influenced by using several factors along with the implementation of overall performance management and schooling and training elements. Numerous studies findings provide an explanation for the implementation of overall performance control, and the education/education of an employee describes his intellectual talents and abilities, with a view to offer benefits for the enterprise in reaching its desires, as well as the goals of PT Pelabuhan Indonesia (Persero), Makassar local. It's far a task for agency control to improve worker performance thru the implementation of overall performance management and education packages. This situation is likewise inseparable from the opposition within the port industry which is presently associated with the commercial revolution 4.0. Problems concerning worker overall performance also are associated with organization overall performance in popular, this can be observed from the earnings earned. The phenomenon of commercial revolution 4.0 and worker overall performance inside the work environment of PT Pelabuhan Indonesia (Persero) regional Makassar is a strategic difficulty due to the fact it is related to the priority of growing and enhancing the first-class of human sources in order that the business enterprise has high competitiveness as compared to different agencies.

Human sources are one of the key elements for the success of implementing the commercial revolution 4.0 within the port industry, so control is trying to ensure that human assets have expertise according with the today's technological trends (Choi et al., 2016; Susanto & Anjana, 2022). The implementation of the worker performance model has not been fully carried out within the corporation, so it needs to be evaluated to preserve the company's life inside the midst of competitive opposition. For that reason the component of implementation of performance control both phenomenally and empirically is an essential variable for the corporation.

The next factor that influences employee performance is training (education and training) which is an activity to improve and develop knowledge and skills both formally and informally (Awais Bhatti et al., 2013; Bashir & Long, 2015; Gattermann-Itschert & Thonemann, 2021; Susanto & Anjana, 2022; Willbanks, 2003). Education and training in an organization is a continuous process and not a momentary process, especially when the development of technology and knowledge is growing rapidly like this. Groups can improve competitiveness if employees have an ok level of schooling. Therefore, improving employee training and education is a call for that ought to be met with the intention to optimize performance. Education and education are carefully related to performance due to the fact personnel are given facts and expertise about technical and non-technical topics, staffing, enterprise, and expectations for accomplishing the overall performance set by means of the employer.

## **B. METHOD**

Primary data is empirical data obtained directly from the object of research, where this data comes from all selected respondents who are the object of research. Secondary data is data that is used as a theoretical reference in solving or answering research problems based on the latest

literature. The population in this study were all employees of PT Pelabuhan Indonesia (Persero), Makassar Regional. Based on employee data, there are 71 people (permanent employees). The sample in this study, namely using saturated sampling, is a sampling technique when all members of the population are used as samples. This is done when the population size is relatively small or the research wants to make generalizations with very small errors.

The survey technique is a technique of amassing statistics obtained directly from the unique supply. This technique calls for contact or courting with respondents who are the item of research to achieve the important records. The method used in accumulating this survey approach makes use of: Questionnaire. The facts collection approach used on this have a look at is a questionnaire. This method is a records series device that is most often utilized in a study with the intention of acquiring facts that has excessive validity and reliability and with this questionnaire it's miles hoped that the facts or opinions to be acquired may be received. multiple regression analysis was completed to predict the price of the dependent variable, thinking of the values of the independent variables, so that the wonderful or negative results of those factors on worker performance can be diagnosed.

### C. RESULT AND DISCUSSION

#### *Respondent Profile*

This section describes the description of the respondent or the profile of the respondent which is the unit of analysis in this study. Respondent descriptions consist of information on the number of respondents based on gender, age, last education, and years of service. The population of male employees is more dominant than female employees. In terms of age, it can be observed that the age range between 41-50 years is the age range that participates the most in this study. Judging from the last level of education, employees with undergraduate education in various educational backgrounds are more dominant than employees who have master's degrees. In terms of length of service, data was obtained that employees who had worked for more than 6 years were the most respondents.

#### *Research Instruments*

The system of trying out the research device includes components, particularly the validity take a look at and the reliability test which are used to test each statement item contained in the questionnaire made through the researcher. In the following, the results of the validity and reliability tests are presented based on the output of the SPSS program.

Table 1. Research Instrument Test

Indicators	<i>Cronbach's Alpha if Item Deleted</i>	Decision	<i>Cronbach's Alpha</i>	Decision
X1.11	0.872	Valid		
X1.12	0.876	Valid		
X1.13	0.876	Valid	0,893	Rel.
X1.14	0.884	Valid		
X1.21	0.879	Valid		
X1.22	0.881	Valid		

X1.23	0.895	Valid		
X1.24	0.877	Valid		
X1.31	0.881	Valid		
X1.32	0.885	Valid		
X1.33	0.915	Valid		
X1.34	0.882	Valid		
X1.34	0.882	Valid		
X2.11	0.723	Valid		
X2.12	0.574	Valid		
X2.21	0.614	Valid	0,709	Rel.
X2.22	0.636	Valid		
X2.31	0.659	Valid		
X2.32	0.760	Valid		
Y1.1	0.534	Valid		
Y1.2	0.623	Valid	0,641	Rel.
Y1.3	0.515	Valid		
Y1.4	0.616	Valid		

All independent variables (implementation of performance management and education and training) and bound (employee performance) and their indicators have validity and reliability values according to standards. These results indicate that all of these instruments can be further processed.

#### *Examination of hypothesis test*

more than one regression is used to determine the level of impact of the unbiased variables (overall performance management implementation and training) at the established variable (worker overall performance). From the outcomes of the calculation of the more than one regression version, the expected parameters with t-depend values and the coefficient of determination (R rectangular) will be obtained. If the regression coefficient is sizeable at a chance of 0.05, the impartial variables have a giant have an effect on at the structured variable. The results of more than one regression model calculations with SPSS software show the following effects.

Table 2. Hypothesis test

Variable	$\beta$	S.E	t	P-value	F	P-value	<i>Adjusted R-Square</i>
Constant	0,371	0,290	1,281	0,205	113.89	0,000	0,763

Implementation of Performance Management	0,744	0,062	11,967	0,000	1
Training	0,171	0,071	2,413	0,019	

The regression coefficient of the performance management implementation variable is 0.744. The coefficient indicates that there is a strong positive and significant relationship between performance management implementation variables on employee performance. This can be interpreted by increasing the quality of performance management implementation will have an impact on improving employee performance. The regression coefficient of the education and training variable is 0.171. This coefficient indicates that there is a strong positive and significant relationship between training and education variables on employee performance. This can be interpreted by increasing the quality of education and training which will have an impact on improving employee performance.

The probability value of the performance management implementation variable is 0.000, this value is smaller than  $\alpha = 0.05$ . This indicates a positive and significant influence between performance management implementation variables on employee performance. These results indicate that the first hypothesis (H1) is declared accepted. The probability value of the education and training variable is 0.019, this value is smaller than  $\alpha = 0.05$ . This indicates that there is a positive and significant influence between training variables on employee performance. These results indicate that the second hypothesis (H2) is declared accepted. The probability value of the performance management implementation variable is lower than the education and training variable. This indicates that the performance management implementation variable has a dominant influence on employee performance. These results indicate that the third hypothesis (H3) is declared accepted.

The calculated F value is 113.891 with a significance level (F-statistic) of 0.00 (smaller than 0.05). It can be concluded that the regression model can be used to predict all independent variables significantly affect the dependent variable. The adjusted R2 value is 0.763, this means that 76.3% of employee performance can be explained by variations in the implementation of performance management and training variables while the rest is explained by other variables.

The influence of the implementation of performance management on employee performance shows a high coefficient value, this result indicates that the effect of the variable is stated to be unidirectional. Statistical results show a t-count value of 11.967 and a probability value of 0.000 which is less than 0.050. Thus, it can be explained that there is a positive and significant influence between the implementation of performance management on employee performance. This shows that the implementation of performance management can improve employee performance.

The steps in the process of implementing performance management are setting goals, training, performance agreements, performance reviews, and company systems. The performance management program relates to efforts, activities or programs initiated and implemented by the leadership of the organization (company) to "plan, direct and control employee performance", because this program includes the word management, everything that is done in a management process must occur, namely starting from setting goals to be achieved, making plans, organizing, activating or directing and finally evaluating the results.

Technically, this program must begin by setting goals and objectives, namely "what kind of performance and what kind of performance do you want to achieve". Because the object is human performance, the most common form of course is performance in the form of

"productivity" of human resources. Performance management actually has a larger scope. If this program is implemented, it is comprehensive or works on all parts/functions of the organization wide.

This software will touch all the factors, elements or inputs that ought to be utilized by the corporation to enhance the performance of the enterprise, now not just people. these elements are the technology (equipment, paintings techniques) used, the nice of the input (together with substances), the excellent of the physical surroundings (protection, occupational health, place of business layout and cleanliness), organizational weather and tradition (which include supervision and leadership) and reimbursement and praise structures. sports with a scope like this will constitute a large assignment and contain nearly all of us, and be handled immediately by means of the top management of the company.

The goals that can usually be achieved by an organization or company by implementing a performance management system can be seen in the following description: (a) Improving employee performance, both individually and as a group, to the maximum extent possible by providing opportunities for them to fulfill their self-actualization needs within the framework of achieving company goals.

Employees together with their respective superiors can apply work targets and performance standards that must be achieved and examine and assess the actual results achieved at the end of the stipulated period of time; (b) The increase that occurs in individual employee performance will in turn encourage the overall performance of human resources, which is reflected in increased productivity. In other words, increasing the productivity of human resources as a whole is sought to be achieved through increasing the work performance of individual employees.

The effect of education and training on employee performance shows a high coefficient value, this result indicates that the effect of the variable is stated to be unidirectional. Statistical results show a t-count value of 2.413 and a probability value of 0.019 which is less than 0.050. Thus, it can be explained that there is a positive and significant influence between education and training on employee performance. This shows that training can improve employee performance.

schooling and education as an attempt to increase human assets, mainly to expand highbrow abilities and human character, therefore to reap maximum effects in worker improvement, schooling and training packages are wished according with activity evaluation in order that personnel recognize the goals of the schooling and education they may be wearing out.

authorities regulation range one zero one of 2000 concerning training and schooling for Civil Servant Positions Article 1 paragraph (1) explains that "education and education for PNS positions is the manner of organizing teaching and mastering inside the context of enhancing the competencies of Civil Servants (PNS)". schooling as an activity to increase one's general knowledge includes growing mastery of idea and selection-making abilities on troubles associated with activities to gain dreams, whilst schooling assists personnel in information sensible knowledge and its software, with the intention to enhance the competencies, abilities and attitudes wished by way of the enterprise to be able to achieve its desires.

education (formal) in an enterprise is a process of growing talents in the path desired with the aid of the agency worried, at the same time as education is a part of an academic process whose reason is to enhance the abilities and special abilities of someone or institution of human beings. The purpose of training and schooling in preferred is within the context of fostering personnel so that you can: (a) enhance personality and spirit of service to the business enterprise and society; (b) improving quality and capacity, as well as abilities each in wearing out their responsibilities and in management; (c) teach and improve paintings mechanisms and

sensitivity in sporting out obligations; (d) train and improve paintings in planning; and (e) enhancing understanding and paintings abilities.

#### D. CONCLUSION

The implementation of overall performance management on employee performance suggests a high coefficient price, this result indicates that the affect of these variables is stated to be unidirectional. Implementation of performance management can improve employee performance. schooling and education on employee performance indicates a high coefficient value, these outcomes suggest that the impact of those variables is said inside the identical route. there's a advantageous and significant affect among education and schooling on worker overall performance. This suggests that training can enhance employee performance. overall performance management implementation variables have a dominant impact on employee overall performance, all signs of overall performance management implementation offer a totally huge contribution to improving worker performance. This result is according with the hypothesis that has been proposed earlier than.

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