

## Implementation Of Performance Management In J&T Cargo Tanjungpinang

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**Abstract.** At the J&T Cargo Tanjungpinang company, performance management is very much needed because performance management has an important role. The aim of this research was to find out how the Deming model performance management system is implemented for employees by JNT Cargo Tanjungpinang. The method used in this research is a descriptive method with a qualitative approach and uses data collection methods through interviews, observation and documentation. The results of this research show that J&T Cargo Tanjungpinang has implemented the Deming model of performance management by carrying out good PDCA stages. However, there is still a need to increase and improve productivity in order to overcome the problems that occur by carrying out evaluations and development as well as capabilities to create quality human resources.

**Keywords:** performance management, expedition services

### INTRODUCTION

People tend to like things that are easy and comfortable because of technological advances in the era of globalization. For example, if you want to deliver goods at affordable prices in your area. If you like an easy and practical way to send goods, delivery services will be the right choice. The delivery service is also considered to be very efficient and effective. Due to the large number of goods senders, delivery services are very important for society.

In this increasingly complex era, expedition or goods delivery services are in great demand by various groups. Companies providing expedition services are increasing in number due to the growth of online trade in Indonesia which continues to experience a significant increase (Almanditya, 2015).

Human resources themselves have a role in providing an effective contribution to a job or organization. Human resources have a very important role, because they are the driving force that determines the direction and development of an organization and work. Human resources in all jobs and organizations are currently a topic of increasing concern, especially the issue of achieving goals and quality of work. Human resources themselves cannot be separated from an organization or a job.

Consumer demand for transportation services is very high. The number of companies providing delivery services has been widely published in online and offline media. For delivery activities, we have domestic and several international package delivery services. Competition is getting tougher, many brands are offering attractive shipping prices. One of the delivery

service brands is J&T Cargo. J&T delivery is mainly used in the ecommerce sector because of the advantages it brings. Starting to cover all of Indonesia, fast tracking system, available on mobile application, no holidays, 24 hour service and regular prices with additional services. These advantages make J&T Cargo a delivery service that is able to improve performance over time because comfortable and efficient service can attract consumers.

J&T Group, which focuses on e-commerce, is the first technology-based logistics company in Southeast Asia. Founded in August 2015. The company handles various things, such as express delivery, shipping, warehousing, and supply chain. This company provides international and inter-provincial shipping. As of January 2021, J&T Group has up to 350,000 employees, more than 23,000 sales stores, and more than 240 large-scale sorting warehouses, 600 sets of automatic sorting equipment and 8,000 private vehicles worldwide.

One of them is that in the Tanjung Pinang area there are many delivery service companies that are considered quality with various forms of delivery services, thus helping customers easily choose services that suit their needs. An example of the most popular delivery service is J&T. J&T Cargo is responsible for the safety and security of the goods it transports, from receipt to delivery to the recipient. If the delivery does not go smoothly, for example the goods are delayed, lost or damaged during delivery, this is also the responsibility of the delivery service.

Thus, performance management is needed to manage employee performance so that the company can fulfill its responsibilities. Performance management is a vital component in the process of implementing company performance. Therefore, whether the system created is a transportation performance parameter or not. This is the strength of this research. Increasing efficiency will have a long-term positive impact on logistics service users. This research focuses on transportation service performance as the dependent variable. The independent variables used are human resource management, inbound logistics, outbound logistics, and operations management.

The performance management process is used to achieve the goals, as well as the vision and mission of the organization. Performance management not only provides guidelines for performing tasks, but can also help employees create strategies, communicate, solve problems, improve skills, advance careers, and more. Therefore, explaining how J&T Cargo, a transportation services company, implements performance management is the aim of this research.

Based on the explanation above, the aim of this research is to find out how to implement the Deming Model performance management at J&T Cargo.

## **LITERATURE REVIEW**

### **Performance**

Performance, in Wibowo's opinion, is about carrying out the task and getting the desired outcome. Performance focuses on the what and how of doing things. Performance is defined by the goals that must be met, and in order to do so, motivation (Wardhani, Kusuma (2017)) meaning that performance is about doing work and the results achieved from work. Performance is about what must be done and how to do it .Performance is determined by the goals to be achieved based on motives.

Performance according to Sutrisno (2016) is the success of a person or group of people in carrying out tasks or work results in accordance with their respective authority and responsibilities or in accordance with what is expected from a person's functions and functions. Behave appropriately. with the tasks assigned and the quantity, quality and time of tasks. According to Edison (2016), understanding is defined as the result of a process that is used as a reference and measured within a certain period of time based on previously established agreements and arrangements.

Performance is defined as the output (result) of certain processes carried out by all parts of the organization with certain resources used (input). Apart from that, performance is also the result of various actions taken to achieve certain organizational goals (Tsauri, 2014).

Performance is defined as the results that have been achieved by employees in accordance with the requirements set out in the job (Bangun, 2020). Performance is defined as the quality and quantity produced by an employee during their efforts to achieve company goals or personal goals (Wibowo, 2018). Individual-level performance also benefits organizational performance, according to Zhong et al. (2016) (Awan et al., 2020). Performance, or actual performance, is a term used to describe a person's performance.

Mangkunegara (2013: 117)[2] asserts that there is a correlation between job satisfaction and factors such as age, job level, absenteeism, turnover, and company size. Afshar and Doosti's (2016) research revealed that job satisfaction has a beneficial impact on performance. What's most important is that work experience is a crucial factor in reaching maximum productivity.

### **Work management**

The Deming Model of Performance Management refers to the concepts and philosophy of quality management developed by William Edwards Deming, a statistician and management

consultant. Deming is known for his contributions to the understanding of quality management and productivity. The Deming Model of Performance Management includes several steps designed to help organizations achieve high performance. One model that is often used in performance management is PDCA (Plan-Do-Check-Act), which can be applied in the Deming Model of Performance Management.

The following are the steps in the Deming Model of Performance Management considering PDCA:

1. Plan (Develop a plan): Create a plan that includes objectives, implementation and formalities to achieve the desired performance:
  - a. Identify organizational goals and objectives.
  - b. Plan the activities needed to achieve these goals.
  - c. Review required resources, including people, equipment, and methods.
2. Do (Take implementation action): Implement the actions outlined in the plan:
  - a. Implement the plans that have been designed.
  - b. Collect data during implementation to understand to what extent the plan can be executed.
  - c. Ensure that all team members are actively involved in implementation.
3. Check (Monitoring and implementation results): Manage the implementation process and collect data about implementation results:
  - a. Evaluate the results of implementation by comparing them with the objectives that have been set.
  - b. Analyze collected data and information to assess performance.
  - c. Identify differences between expected and achieved results
4. Act (Reviewing progress achieved, Evaluation, and Readjustment between plans and goals):
  - a. Take corrective action based on findings from the evaluation.
  - b. Modify or improve plans and processes to make them more effective.
  - c. Implement changes and continue the PDCA cycle to continuously improve performance.

The Deming Model of Performance Management has several benefits, such as improving team and individual performance, saving time by improving performance, and preparing the organization to overcome challenges that may arise. Additionally, this model also helps develop performance management skills and promotes a proactive approach in the organization.

Management uses performance management as a strategic approach to managing, creating, maintaining and improving human resource performance. This approach consistently contributes to increasing efficiency and achieving the company's strategic goals (Dr. H. Tsauri, 2014). This is in line with the National Development Goals, which are continuous efforts to improve all aspects of social, national and state life to achieve national goals, including improving the prosperity and well-being of the Indonesian people in an honest and fair manner. and fair way. . and developing community life (Purba et al., 2021).

Performance is the results achieved by workers in accordance with their work needs (Bangun, 2013: 231). (Sumadi and Santoso, 2022). The number and quality of results achieved by an individual are in accordance with the tasks assigned to him by the organization (Mangkunegara, 2016:67). The performance of each employee is evaluated based on the results they have achieved in the organization (Roziqin, 2010:41). The work results of each employee need to be measured and feasible within the time period determined by the business (Edison, 2016: 190). (Budiyono and Sutianingsih, 2021).

Performance management is a strategic approach carried out by management to manage, create, maintain and improve the performance of human resources in a company which leads to continuous improvement in efficiency and the company's strategic targets (Dr. H. Tsauri, 2014). ). This is in line with the National Development Goals, namely development efforts that are continuously carried out in all areas of social, national and state life to achieve national goals, participation, including increasing the welfare and prosperity of the Indonesian people in a serious and fair manner. and fair way. fair way. and developing community life (Purba et al., 2021).

According to Uhar Suharsaputra (in Bacal 2018), performance management is a performance-oriented resource management style that implements an open and continuous communication process by creating a common vision and integrated approach and strategy to encourage the achievement of organizational goals. According to Isniar Budiarti (2018: 104), performance management is a process that begins with implementation planning, performance monitoring or assessment, performance appraisal, and performance monitoring. This activity ends with giving rewards and punishments. All these activities must be carried out consistently. Taking into account all the above definitions, we can say that performance management is continuous communication between employees and their superiors to achieve the main goals of the company. (Purnomo 2022) According to Bintaro and Daryanto (2017), performance management is:

1. Translating the organization's vision and mission into clear and measurable goals and results that determine public success and are understood by all members of the organization and all members of the organization. client. and stakeholders
2. Provides tools to assess, manage and improve the overall health and success of an organization
3. Continuing the shift from a control and compliance orientation to a sustainable strategic management approach
4. Provides a comprehensive performance management system and predictable results, including measures of quality, cost, timeliness, customer service satisfaction, employee motivation and skills.

Aguinis (2014) states that the performance management process is a continuous process that includes components that are interconnected with each other to influence the overall performance management system. Replace the current performance appraisal system with an appropriate approach to performance management. Performance management consists of six stages: requirements (prerequisites), planning (performance planning), implementation (performance implementation), assessment (performance assessment), review (performance review), and improvement (performance improvement) and contract (renewal & recontracting).

Performance management is a series of practices related to job assessment, ability development, and giving rewards in an organization (Heru Sri Wulan, 2022). Suryani & Foeh (2018) define performance management as a goal-oriented process that aims to maximize individual, team and organizational productivity (Jaya, 2021). Performance management is related to assessment as a communication process, where the appraiser tries to provide information about employee performance to the organization (Dr. R. Agoes Kamaroellah, 2013). Organizations, both private and government, will try and focus on growth. Increasing employee income and welfare shows the progress of an organization (Huda, 2016).

The ongoing process of discovering, measuring, and improving organizational performance is known as performance management. This process includes performance planning, performance monitoring and review, performance appraisal, and final action, which includes giving rewards and punishments (Rohaga, 2014).

According to Dessler (in Jaksic, 2013), performance management is the process of combining assessment, goal setting, and performance development into one system to ensure that employee performance supports the company's strategic goals.

## **RESEARCH METHODS**

### **Research design**

This research uses a qualitative approach. This research was conducted with the aim of finding out the implementation of performance management at J&T Cargo Tanjungpinang. According to Bodgan and Taylor in LJ Moleong (2015: 4) qualitative methods are efforts made by working with data, looking for and determining patterns, finding what is important and what is being done, and deciding what can be told to other people. .

### **Population and sample**

Population is the echo of all elements in the form of events, things or people that are the center of the researcher's attention, therefore it is seen as the research universe (Ferdinand, 2017). The sample is part of the number and characteristics of the population. In this study the population was the J&T Cargo Tanjungpinang office. Meanwhile, the sample is 1 employee who works at J&T Cargo Tanjungpinang.

### **Types of research**

In this research, we use a qualitative descriptive approach as an example of a case study to describe and explain phenomena or events related to the implementation of performance management at J&T Tanjungpinang cargo.

### **Data type**

According to Loflan in Moleong (2014: 157), words and actions are the main data sources or primary data in descriptive research with a qualitative approach. Everything else is additional data or secondary data, such as documents and so on (Putra, O. R & Fitriasari, 2016).

Primary data is data collected from the first source and then analyzed to meet research needs.

### **Data collection technique**

The data collection techniques used are observation, interviews and documentation

1. An interview is a conversation with a source for a specific purpose. The conversation is carried out by two parties, namely the interviewer asks questions and the person being interviewed provides answers to these questions. The interviews conducted in this research used open interview techniques with company management by conducting direct questions and answers with the resource persons. The source of this research is the manager or admin of J&T Cargo itself.
2. Researcher observation, namely the researcher visits the location that is the subject of the research, then observes the activities taking place there without participating in the

activity. From these observations, researchers recorded symptoms and phenomena that occurred in the field.

Drawing conclusions, drawing conclusions or verification is carried out by looking at analyzing data presented publicly and in more detail based on reduced data collections and observations obtained in the field.

## **RESEARCH RESULT**

J&T Cargo is a technologically innovative express company under the auspices of the J&T Group. With high operational standards, a strong distribution and warehouse transportation system, and advanced logistics applications, J&T Cargo continues to improve efficiency and optimize logistics costs to increase business distribution value for customers and provide the best logistics experience. As we know, the Deming model emphasizes the concept of continuous improvement. The PDCA cycle must be repeated continuously to achieve continuous improvements in quality, efficiency and overall organizational performance. Deming also highlighted the importance of cooperation between various levels and functions within an organization to achieve common goals and improve the quality of products or services.

### **Plan (Planning)**

J&T Cargo's performance planning is carried out by providing requirements during planning or formulating planning preparations in advance. In this case, J&T Cargo Express identifies what must be done and is needed in planning. Such as providing resource allocation, for example vehicle fleet, warehouse facilities and workforce. As well as planning effective inventory management to minimize shortages and excess inventory. This stage is necessary so that planning can be carried out effectively because previous preparations have been made. Apart from that, during the interview stage conducted by the researcher with the J&T Cargo admin, he said that in their operational activities they uphold the value of discipline and extra maximum service such as speed of response to service users, answering questions regarding costs, location & other things. related to goods deftly and how to handle complaints from service users.

### **Do (Implementation)**

Employees are required to be thorough and do their work optimally. J&T Cargo requires every employee to contribute to each other in the sense of working together. The J&T Cargo Tanjungpinang researched has 2 work units, namely admin and driver (courier) where the division of work in these units is as follows:



1. Admin:
  - a. Manage and coordinate company operational processes
  - b. Perform waybill data input
  - c. Customer reporting
  - d. Monitoring packages that are already running
2. Driver (courier):
  - a. Picking up goods arriving from the expedition
  - b. Loading and unloading packages
  - c. Securing the package
  - d. Delivering packages to the customer's address

Implementing effective performance management at J&T Cargo requires strong teamwork, careful monitoring, and readiness to adapt to market dynamics and customer needs

### **Check (Monitoring)**

At J&T Cargo, supervision is a training activity that is useful for developing knowledge, skills or abilities of Human Resources (HR), which is carried out within a period of one month to 3 months to increase employee motivation to help achieve maximum work productivity and improve relations between employees, subordinates and subordinates, while improving the work performance of each employee and team so that they can complete their tasks and responsibilities better and build a stronger and more effective work team. This is a useful training activity to increase HR capacity and skills. Monitoring performance management at J&T Cargo requires a strong system, the use of appropriate technology, and good employee involvement. Information obtained from monitoring can be used for continuous improvement and efficient operational improvements.

### **Act (Reviewing Progress Achieved)**

Performance assessment is the stage of determining the success and suitability of the performance of managers and employees towards performance targets and objectives, after which performance evaluation activities will be carried out which enable managers and employees to identify weaknesses and strengths so that they can be improved and developed in the next performance plan. At J&T Cargo itself, performance assessments and evaluations are carried out every month at joint meetings where employees and managers can provide opinions regarding criticism, complaints and suggestions in their work and then managers will provide solutions and communicate them to the center and improvements will be made. So that in the meeting there is openness between managers and employees to create a calm and non-awkward atmosphere.

## **CONCLUSION**

Based on our research on J&T Cargo implementing the Deming model of performance management, it can be concluded that J&T Cargo has implemented performance management well using the Deming model where J&T Cargo has carried out planning identifying what must be done and needed in the Plan, such as providing Allocations. resources such as vehicle fleet, warehouse facilities, and workforce. Implementation (Do) has 2 admin and driver work units, where the Admin manages and coordinates the company's operational processes, collects waybill data, reports customers, monitors packages that are already in progress, and the driver picks up arriving goods from the expedition to delivering packages. to the consumer's address. Monitoring (Check) supervisor who carries out monitoring where the monitoring is carried out within 1 to 3 months. And finally, reviewing the progress achieved (Act), namely by conducting an evaluation as a stage of determining the success and suitability of the performance of managers and employees towards performance targets and goals, after which performance evaluation activities will be carried out which allows managers and employees to identify weaknesses and strengths so that they can be improved. and developed in the next performance plan. By carrying out these steps, J&T Cargo will be able to maximize the performance of its employees more effectively and efficiently. The application of the Deming model of performance management plays a very important role in achieving company goals.

## **LIMITATIONS**

A limitation that occurs in our research is that some of the data is confidential so it cannot be disclosed, as is the case in performance evaluations with key performance indicators.

## **SUGGESTION**

For J&T Cargo, in the admin sector we can increase monitoring of employee performance so that obstacles and problems faced by employees can be identified immediately and directed clearly towards their work. You can also observe the progress of the company's performance and that of employees in a more routine way, such as daily evaluations, especially of drivers every day. Apart from that, J&T Cargo can also immediately start orienting itself towards improving, developing careers, knowledge, as well as employee skills and abilities to create quality human resources in the context of performance management, because this is an important role in achieving the company's own goals.

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