

Performance Analysis in the Management of Retail Business Organizations

Eddy Guridno¹, Sugito Efendi²

¹eddyguridno@yahoo.com, ²sugito_efendi@yahoo.com

ABSTRACT

The success of an enterprise is inseparable from the support of its employees in pursuing his performance, so the ability of individual human resources (HR) employees is important in order to achieve such success. Individual performance of employees directly or indirectly, will support a company's business goal achievement. As an organization, PT. Lotte Shopping Indonesia Bandung branch can be seen from the management to achieve high performance human resources intended to improve the overall company. Factors examined to measure employee performance is Job Satisfaction, Work Culture and competence. This study aims to prove the effect of partially and simultaneously between Job Satisfaction, Work Culture and Competence on employee performance in the business retail company in 2015. Using analytical techniques SEM (Structural Equation Modeling), methods of census of 100 permanent and temporary employees and research instrument questionnaire. The results showed there is a significant positive effect partially and jointly between Job Satisfaction, Work Culture and Competence on Employee Performance. Partially Competence has the most powerful influence and Working Culture has the weakest effect. Contributions Job Satisfaction, Work Culture and Competence on employee performance models that can be explained by 49.40%.

Keywords

Organization, Employee Performance, Job Satisfaction, Work Culture, Competence,

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Introduction

The writing of this article is based on research with the case study of PT Lotte Shopping Indonesia Bandung, where the success of a company is inseparable from the support of its employees in striving for work performance, so that the individual ability of human resources (HR) employees is important to achieve this success. Direct or indirect employee performance will support an effort to achieve company goals. As an organization, of course a company has a value seen from an organizational perspective or the individual value of its employees. Work discipline, work ethic, enthusiasm, leadership, employee job satisfaction, motivation are essential in achieving company success. Corporate governance achieves high human resource performance in order to improve the company as a whole. Performance is actually a very complex concept, both its definition and measurement which is often a challenge for researchers in management theory and organizational behavior, because it is multidimensional. So that performance measurement should interact with various measurement dimensions.

Empirical evidence based on the results of research between job satisfaction, work culture, competence on employee performance has a significant relationship. Research Dasaad (2015) concluded that there is a weak relationship between job satisfaction and employee performance. Mugi's research (2014) concludes that simultaneously organizational culture, job satisfaction with the intervening variable Organizational Citizenship Behavior (OCB) has a significant positive effect on employee performance. Partially organizational culture and job satisfaction have a significant positive effect and emotional intelligence has no effect on employee performance. Palagia's research (2013) proves that job satisfaction partially has a positive and significant effect on employee performance at the tax office in Makassar City. Winarti's research (2013) proves that employee performance

has a positive effect on job satisfaction at the Wonosobo District Cooperative and UMKM Office. Satria (2012) proved the direct and indirect effect of job satisfaction on employee performance by 25%. Hertanto's research (2011) proves that Job Satisfaction has a dominant influence on Employee Performance at PT. Putera Dharma Industri Pulo Gadung, East Jakarta. This can be interpreted that even though the Stressor and the Work Environment are good, it is Job Satisfaction that plays a very important role in the Performance of PT. Putera Dharma Industri Pulo Gadung, East Jakarta. Mahesa's research (2010) using moderated regression analysis proves that the variables of job satisfaction and work motivation have a positive effect on employee performance, and the variable length of work moderates job satisfaction on employee performance, while the variable length of work does not succeed in moderating work motivation on performance.

Rayi (2015) proves that the competency of the Semarang City DPRD employees concludes that there is a positive and significant relationship between employee competency and employee motivation variables with employee performance. Hadiyatno (2014) Simultaneously proves competency variables, compensation, and job satisfaction have an influence on employee performance, partially competence has an influence on performance, compensation has an influence on employee performance and job satisfaction has an influence on performance.

Woro's research (2015) concludes that simultaneously there is a positive influence between work culture and job satisfaction on employee commitment. This shows that if the work culture is getting stronger and job satisfaction is higher, it will have an effect on increasing employee commitment. Researcher Jumari (2013) concluded that there was a positive and significant influence on organizational culture, self-efficacy and job satisfaction on the teaching performance of teachers in SMK Negeri Denpasar Selatan District. Researcher Nani (2010) concluded that the higher

the motivation and work culture, the higher the agricultural instructor's performance. Simultaneously, motivation and work culture have a very strong relationship with the performance of agricultural instructors. Partially, motivation makes a lower contribution than work culture to the performance of agricultural instructors. Susantom's (2010) study concluded that work culture has a direct influence on employee performance. Suryanita (2006) in general, her research has been proven to provide significant support for the concepts and findings of previous research which states that entrepreneurship orientation and marketing knowledge competencies are important factors for companies to improve marketing capabilities which then form an integral strength in achieving optimal marketing performance. Jagarin (2009) proves that Organizational Culture has no effect on Employee Performance of Telkom Regional IV in Semarang.

Performance according to Ilyas (1993) in Dasaad is the appearance of the work of employees both in quantity and quality. Performance can be in the form of individual or group work performances. Organizational performance is the result of complex interactions and performance aggregations of a number of individuals in the organization. To determine the factors that influence (determinants) of individual performance, it is necessary to conduct an assessment of performance theory. In general, physical and non-physical factors are very influencing. Various physical environmental conditions greatly affect the conditions of employees at work. In addition, physical environmental conditions will also affect the functioning of non-physical environmental factors (Dasaad, 2015: 10). Dessler (2004: 60) defines performance as work performance, namely the comparison between real work results and established work standards. Performance as the quality and quantity of an individual or group output in a certain activity that is caused by natural abilities or abilities obtained from the learning process and the desire to achieve (Umam, 2010: 189).

Job satisfaction is an attitude statement that shows the size or level of thinking agree-disagree, feelings of pleasure-displeasure, like-dislike or positive-negative feelings of workers towards their work, as a result of evaluating work experience based on various aspects of the job the higher the satisfaction. work, the higher the employee's performance. The birth of a work culture in an organization is the result of a combination of the spirit of cooperation among individual employees influenced by the greatest spirit and the strongest individual from one of the individuals in the organization. Generally, the strongest spirit is the spirit of the leader of the organization, which will motivate and influence the spirits of other individuals, then unite in the same rhythm of work.

Work performance development is a company effort in order to provide opportunities for employees to pursue a higher career path in order to support the achievement of company goals. Efforts to improve employee performance are carried out through increasing employee competence and work motivation according to career areas and pathways through education and training and provision of work experience. (Triastuti, 2009: 5-6). Employee competence will motivate employees to improve performance and ultimately improve employee performance. Based on this background, the authors formulate the following problems: will examine more deeply whether 1) Does Job Satisfaction

have a significant positive effect on Employee Performance 2) Does Work Culture have a significant positive effect on Employee Performance 3) Does Competence have a significant positive effect on Employee Performance.

Research Methods

This research is a causality relationship with the survey method using the dependent variable of employee performance and the independent variable of job satisfaction, work culture and competence in a framework based on the grand theory of HR management, strategic management science, organizational behavior science and psychology.

The definition of variables according to Sugiono (2012), everything that is determined by the researcher contains the information learned so that conclusions can be drawn. According to Ghozali (2011) and Santoso (2002) research with SEM has an observed variable with several manifest or indicators.

According to Ghozali (2011) and Santoso (2002) an indicator or manifest is a research variable which is an abstract concept that can be directly measured (observed). The measurement technique uses a Likert scale with 5 categories with the conversion value of the results of respondents' answers through distributing questionnaires and in this study the hypothesis can be proposed as follows:

1. The Effect of Job Satisfaction on Employee Performance
2. The Influence of Work Culture on Employee Performance
3. Effect of Competence on Employee Performance

The research used in this study is a type of explanatory research. This explanatory research aims to determine the size of the relationship and influence between the research variables (Sugiyono, 2012: 11). The method of data collection in this study used the interview method with the data collection instrument in the form of a questionnaire. The measurement scale used in this study is the Likert scale. Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. The questionnaire was designed using a Likert scale of 1 to 5. A score of 1 indicates the lowest value of performance and satisfaction, while the value of 5 indicates the highest value of performance and satisfaction. Then the variable to be measured is translated into a variable indicator. Then these indicators are used as a starting point for arranging instrument items which can be in the form of statements or questions (Sugiyono, 2012: 133).

This study uses path analysis with measurement of Structural Equation Modeling (SEM). Noor (2014) states that path analysis with SEM measurements is a statistical technique for testing and estimating causal relationships using a combination of statistical data and qualitative causal assumptions.

Discussion Results

First Hypothesis

Job Satisfaction has a positive and significant effect on Employee Performance. Thus the first hypothesis is accepted. This can be interpreted, if Job Satisfaction increases in the sense that the employee gets the salary

received in accordance with the provisions of the applicable Indonesian labor laws. Employees are greatly helped by colleagues, companies provide year-end holidays alone or with family, work experience from other companies is considered for the position offered, a pleasant physical work environment and work character both in the company and outside the company as a pleasant person. Employees of PT. Lotte Shopping Indonesia Bandung Branch 2015 will experience an increase. This result is reinforced by previous research conducted by Hadiyatno (2014), Mugi (2014), Jumari (2013), Palagia (2013), Winarti (2013), Satria (2012), Hertanto (2011), Hellen (2011) and Mahesa (2010).

These results also prove the theories according to Dreher (2001), Gilmer (1966), Strauss and Sayler (1980) Ranupandojo and Husnan (2010) if Job Satisfaction has been felt then Employee Performance will increase if followed by giving rewards such as salary, facilities, a fair work environment and in accordance with the work results and needs. According to Vroom (1964) in Peter J. Poznanski (1997) describes job satisfaction as a condition that has positive behavior towards a job. If the employee's perceived satisfaction is high, the performance will be high too.

Second Hypothesis

Work Culture has a positive and significant effect on Employee Performance. Thus the second hypothesis is accepted. This means that if the Work Culture is improved in the sense that employees work with a sense of responsibility, work happily, work to provide for the family as part of worship, all duties are according to their division or work unit, can make work reports correctly, are strongly committed to advancing the company, can work with a team and being able to evaluate their work, it will improve the Employee Performance of PT. Lotte Shopping Indonesia Bandung Branch 2015.

This result is reinforced by previous research conducted by Mugi (2014), Jumari (2013), Hellen (2011), Nani (2010) and Susantom (2010). Theoretically, this result is also reinforced by Brown and Dennis (1980), namely that an increase in work culture will affect employee performance. Higgins (1998) work culture is formed based on a positive organizational climate.

Third Hypothesis

Competence has a positive and significant effect on employee performance. Thus the third hypothesis is accepted. This means that if a competent employee performs work in accordance with the educational background and knowledge of the employee, the duties of the work unit and workers are generally in accordance with the skills or skills possessed in the use of tools and department store operations, work motivation properly based on their competence, good character workers. and a self-concept that is in accordance with the ideals of a career and is loyal to the company running well, it will improve the employee performance of PT. Lotte Shopping Indonesia Bandung Branch. These results are reinforced by previous research conducted by Rayi (2015), Hadiyatno (2014), Hellen (2011), and Suryanita (2006).

Conclusions

These results prove the correctness of the theory according to Spencer (1993) and Pfeffer (2003), according to the criteria used to predict the performance of a job that competencies are divided into 2 (two) categories, namely:

a. Threshold Competencies are the main characteristics (usually basic knowledge or skills such as the ability to read) that a person must possess in order to carry out his job. But not to distinguish a high-performing person and the average competency threshold for a salesperson is knowledge of the product or its ability to fill out forms.

b. Differentiating Competencies are the factors that differentiate high and low performing individuals. For example, someone who has a motivational orientation (self-concept) is usually concerned with setting goals that go beyond what the organization sets.

Ulrich (1998) and Becker (2001) competence and commitment directly affect the job performance of employees who have good job competencies, of course, it will be easy to carry out all job responsibilities. Able to read situations and problems that occur at work and be able to provide appropriate responses and have a good adjustment to the environment. Armstrong (1994) competence is what people bring to a job in the form of different types and levels of behavior.

In accordance with the objectives of this study can explain and prove that there is a significant influence between Job Satisfaction, Work Culture and Competence on Employee Performance of PT. Lotte Mart Shopping Indonesia Bandung empirically found the following: 1) Job Satisfaction Variables have a positive and significant effect 2) Work Culture Variables have a positive and significant effect on Employee Performance and 3) Competency Variables have a positive and significant effect on Employee Performance.

These findings have theoretical implications that Job Satisfaction, Work Culture, Competence have a significant positive influence on employee performance and this can be used as a motivating tool for employees as well as the ability to increase Job Satisfaction, Work Culture, Competence in facing challenges in the future. in improving employee performance to better suit individual goals and organizational goals.

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Authors Profile



Dr. Eddy Guridno, S.E., M.Si.M., received his doctoral degree in politics from Universitas Nasional Jakarta, Indonesia, also bachelor degree and master degree in science management. Director of Akademi Pariwisata Nasional (National Tourism Academy), Jakarta, Indonesia. Lecturer in Universitas Nasional, Jakarta, Indonesia.



Dr. H. Sugito Efendi, SE., M.Si Permanent Lecturer at the Post-Graduate School of Management and the Faculty of Economics and Business, Universitas Nasional Jakarta, Graduate Management Science at Brawijaya University (1982). Masters in Management Science at Airlangga University, Surabaya (1998). and Doctoral Economics at Padjadjaran University, Bandung (2005).