

Employee Performance Improvement Strategy at Arung Palakka Bone Airport

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ABSTRACT

This research was conducted to find out the strategies implemented in improving employee performance at Arung Palakka Bone Airport. And to find out the effectiveness of implementing employee performance improvement strategies at Arung Palakka Bone Airport. the type of research used is qualitative research with a case study approach. because the author wants to describe and analyze employee performance improvement strategies at Arung Palakka Bone Airport. This research was conducted at the Arung Palakka Airport Office, Bone District, Awangpone District, Bone District, Airport Road, Mappalo Ulaweng Village. Employee performance improvement strategies are important actions for companies or organizations in an effort to increase productivity, efficiency and quality of work. However, the effectiveness of implementing this strategy depends on various factors, such as the availability of resources, employee involvement, effective leadership, organizational culture , and employee competence. Therefore, Arung Palakka Bone Airport must ensure that employee performance improvement strategies are implemented consistently and evenly for all employees, and ensure that any obstacles that may arise can be properly addressed. Thus, the effectiveness of implementing employee performance improvement strategies is a very important factor for the success of a company or organization, and must be considered carefully so that the goals set can be achieved effectively and efficiently. Research can be used as a reference in determining employee performance improvement strategies in government agencies in general.

Keywords: Performance Improvement, Airport

INTRODUCTION

The condition of Arung Palakka Bone Airport which has absolutely no flight activity but has a large number of employees makes the author interested in conducting research related to the performance of employees at Arung Palakka Bone Airport. As a public service sector, employees at Arung Palakka Bone Airport carry out their daily activities without air transportation user service activities.

In plain view the activities in it look so solid. There are even employees who carry out official activities on holidays. Behind the absence of flight activity, it is also a big question mark for some people regarding the readiness of an employee in preparing to welcome the re-operation of Arung Palakka Airport in providing services for users of air transportation services in Bone Regency.

Airport is an area on the mainland that becomes a certain area for aircraft landing, take-off, loading and unloading of goods, boarding and falling of passengers equipped with aviation safety and security facilities as well as basic facilities and other supporting facilities. Bone Regency is one of the districts with the largest number of sub-districts in

the province of South Sulawesi where most of the population are immigrants both outside the province and abroad, along with the development of transportation technology in order to streamline time and make it easier for people to reach the desired destination, transportation air is the most convenient option for the people of Bone Regency in particular and Indonesian people in general to achieve the desired goals.

The whole series of services is inseparable from the performance of employees who are tasked with providing the best service for every user of air transportation services. Employees are the main component in an agency, in order to carry out every organizational activity in order to achieve the goals that have been set (Yuniarsih, 2008). Behind the good performance, of course, there are strategies implemented to increase the work motivation of employees at Arung Palakka Bone Airport.

Public services or public services can be defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility of and implemented by government agencies at the central, regional and state-owned enterprises or regionally-owned enterprises, in the context of efforts fulfillment of community needs as well as in the context of implementing statutory provisions (Atik Septi Winarsih, 2012).

Performance shows the employee's ability to increase work productivity, can be interpreted or formulated as a comparison between output and input. If you want to increase productivity, it is only possible with an increase in efficiency (time, materials, labor), and work systems, production techniques, and an increase in the skills of the workforce (Hasibuan, 2003).

One of the real things that becomes a benchmark for improving an employee's performance is discipline, in accordance with Government Regulation Number 94 of 2021 concerning Discipline for Civil Servants. This is supported by the Regulation of the Minister of Transportation of the Republic of Indonesia Number 90 of 2014 concerning Working Days and Hours within the Ministry of Transportation.

Leaders in an agency must observe the authority of subordinates so that employee responsibilities towards agencies can be carried out as well as possible (Windardi, 2004). In every government organization or agency, the standards for achieving employee performance will usually be given a promotion, awards in the form of objects or other forms of appreciation. Supervision attached to the direct supervisor is a control that is implemented at Arung Palakka Bone Airport with an effort to improve employee performance associated with giving contributions to air transportation services. Supervision can also reduce the number of employees who are stubborn or do not comply with the regulations that apply to the scope of Arung Palakka Bone Airport

This research was conducted to find out the strategies implemented in improving employee performance at Arung Palakka Bone Airport. And to find out the effectiveness of implementing employee performance improvement strategies at Arung Palakka Bone Airport. Therefore, it is on this basis that the researcher is interested in conducting research by taking the title "Employee Performance Improvement Strategy at Arung

Palakka Bone Airport" . This is considered important to do to find out the right strategy to improve employee performance at Arung Palakka Bone Airport.

METHOD

The type of research used is descriptive qualitative research with a case study approach. because the author wants to describe and analyze employee performance improvement strategies at Arung Palakka Bone Airport. And qualitative research methods as research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior (Sugiyono D. , 2017).

Place This research was carried out at the Arung Palakka Airport Office, Bone District, Awangpone District, Bone District, Airport Road, Mappalo Ulaweng Village. The research subjects in this study were the leadership of Arung Palakka Bone Airport and employees who had been given an explanation regarding the research conducted by the author. With Observation Data Collection Techniques and in-depth interviews.

The data needed in this study is Arung Palakka Bone Airport data. The main data source in qualitative research. The definition of qualitative data according to Sugiyono (2012) is data in the form of words, schemes and pictures. The qualitative data of this research are the names and addresses of the research objects. Primary data is data obtained directly at the research location through interview techniques. Secondary data is data obtained from intermediary media or indirectly such as book descriptions, documents that are at the research site

The approach used in this study is a political methodological approach, namely collecting information by observing and interviewing informants based on observed phenomena or human behavior including what is said and done.

RESULT AND DISCUSSION

Employee Performance Improvement Strategy

Performance is not a characteristic of a person, such as talent or ability, but is a manifestation of the talent or ability itself (Sedarmayanti, 2009). This opinion shows that performance is a manifestation of ability in the form of real work. Performance in relation to the position is defined as the results achieved related to the function of the position within a certain period of time.

Performance is seen as the result of multiplication between ability and motivation. Ability refers to a person's ability to do certain tasks, while motivation refers to an individual's desire to demonstrate behavior and willingness to try (irman, 2000). People will do the best work if they have the will and desire to do the job well. (Patiro, 2012)states that performance is basically what employees do or don't do. (Wahyudi, 2002) argues that performance is a real achievement displayed by someone after the person concerned has carried out his duties and role in the organization. Productive performance is a level of achievement that shows high efficiency.

Employee performance is something that affects how much they contribute to the organization which includes output quantity, output quality, output period, attendance at work and cooperative attitude (Jackson.H.John., 2001). Meanwhile, the employee performance improvement strategy is a set of actions taken by a company or organization to increase the productivity, efficiency and quality of work of its employees. This could include training and development, providing incentives, fair performance appraisal systems, etc. (Utomo, 2007)

Why is this important? Of course, because employee performance is one of the factors that influence the success of a company or organization. By improving employee performance, the company or organization can achieve its goals more effectively and efficiently. In addition, increased performance can also increase job satisfaction and employee loyalty, which in turn can increase employee retention and reduce turnover rates.

Increasing motivation is a very important topic because motivation is one of the factors that can influence a person's success in achieving his goals. Motivation is the force that drives someone to do something, so having high motivation can help someone to be more motivated in achieving their goals. However, sometimes people feel that they are not very motivated to achieve their goals, so it is necessary to increase motivation in order to be even more motivated.

One effective strategy to improve employee performance is to increase motivation. Motivation is a process that describes the intensity, direction and persistence of an individual to achieve his goals (Stephen P. Robbins, 2008). In addition, motivation is a very important factor to make employees more enthusiastic at work (Sutarto, 2010). The following are several ways to increase employee motivation at Arung Palakka Bone Airport : 1) Giving awards or rewards to employees who excel: Awards are given in the form of money, goods, or something of value to the employee concerned. By giving awards, employees will feel appreciated for their achievements and will be more eager to work; 2) Giving greater responsibility to employees: By giving greater responsibility, employees will feel more involved in the work process and will feel they have a significant contribution to the company; 3) Provide training and skills development: Skills training and development will help employees to improve their ability to work. With increased ability, employees will feel more confident and will be more enthusiastic at work; 4) Creating a healthy and comfortable work environment: A healthy and comfortable work environment will help employees to feel more comfortable at work. Thus, employee motivation will increase; 5) Creating a fair and transparent reward system: By creating a fair and transparent reward system, employees will feel more assisted and will be more enthusiastic at work.

Job satisfaction is a very important factor to improve employee performance. Job satisfaction can affect a person's performance at work. People who are satisfied with their jobs tend to be more motivated and more committed to their work, thereby increasing their performance. However, sometimes people feel dissatisfied with their jobs, so it is

necessary to increase job satisfaction in order to be more satisfied with their jobs. Everyone who works expects to get satisfaction from their place of work (Wibowo, 2016). With employees feeling satisfied with their work, it will make employees improve their performance. The following are several ways to increase employee job satisfaction at Arung Palakka Bone Airport : 1) Providing adequate work facilities: By providing adequate work facilities, employees will feel more comfortable at work and will be more assisted in completing their duties; 2) Providing decent salary and benefits: By providing decent salary and benefits , employees will feel more valued and will be more assisted in living their lives; 3) Creating a healthy and comfortable work environment: A healthy and comfortable work environment will help employees to feel more comfortable at work. Thus, employee job satisfaction will increase; 4) Providing career opportunities: By providing career opportunities, employees will feel that they have a bright future in the company and will be more assisted in developing their careers; 5) Fostering good relations between employees and superiors: By fostering good relations between employees and superiors, employees will feel more comfortable at work and will be more assisted in completing their tasks.

Trust is a very important factor to improve employee performance. Trust is individual behavior, which expects someone to give positive benefits (Yilmaz, 2009). The trust of a leader will greatly affect the mentality of employees, a leader who fully trusts his subordinates will make the employee concerned more enthusiastic at work, when compared to a leader who overly intimidates subordinates. Employees who feel trusted by superiors or co-workers tend to be more motivated and more committed to their work, thereby increasing their performance. However, sometimes people feel that they are not trusted by superiors or co-workers, so it is necessary to increase trust so that they can be more motivated and more committed to their work

The following are some ways to increase employee confidence: 1) Giving freedom to employees in making decisions: By giving freedom to employees in making decisions, employees will feel valued and will feel that they have a significant contribution to the company; 2) Giving responsibilities according to the abilities of employees: By giving responsibilities according to the abilities of employees, employees will feel helped in completing their duties and will feel trusted by the company; 3) Provide training and skills development: Skills training and development will help employees to improve their ability to work. With increased ability, employees will feel more confident and will be more trusted by the company; 4) Fostering good relations between employees and superiors: By fostering good relations between employees and superiors, employees will feel valued and will feel they have a significant contribution to the company; 5) Creating a fair and transparent reward system: By creating a fair and transparent reward system, employees will feel valued and will feel trusted by the company.

Effective communication is a very important factor to improve employee performance . Communication is the process of transferring information, understanding, and understanding from someone, somewhere, or something to something, place or someone else (Sikula, 2011). Communication is very important and mandatory.

Communication is the way we communicate with others and convey messages clearly. Without effective communication, we cannot convey our ideas, opinions and desires clearly. Improved communication can also help us understand others and build better relationships. If communication is not well established between leaders and subordinates, or fellow employees, it is unlikely that cooperation will be well established.

The following are several ways to improve communication between employees and superiors: 1) Opening effective communication channels: By opening effective communication channels, employees will find it easier to communicate with their superiors and will find it more helpful in completing their tasks; 2) Provide positive feedback: By providing positive feedback, employees will feel more valued and will feel they have a significant contribution to the company; 3) Fostering good relations between employees and superiors: By fostering good relations between employees and superiors, employees will feel more comfortable communicating with their superiors and will feel more assisted in completing their tasks; 4) Provide adequate communication facilities: By providing adequate communication facilities, employees will find it easier to communicate with their superiors and will feel more assisted in completing their tasks; 5) Holding meetings regularly: By holding meetings regularly, employees will feel more involved in the work process and will feel more assisted in completing their tasks.

Change is an unavoidable thing in life. So it is very important for employees to be able to adjust to these changes. Adjustment to change is very important in everyday life. Change is an inseparable part of our lives, and we must be able to adapt to these changes. Adjustment to change is not only useful for dealing with changes that occur outside of us, but can also help us develop ourselves and improve our abilities.

The work environment of the employees will have a negative influence small impact on the company's operations. This work environment will influence the company's employees, so that it is good directly or indirectly will affect the productivity of the company. A good work environment and satisfying employees will certainly increase work productivity than employees. Instead the environment Bad work will reduce the productivity of the company.

An employee must be able to adapt to the public or the group and the person shows a pleasant attitude and behavior, meaning that the person is accepted by the group and the environment (Fathoni, 2006). Ways that can be done to improve employee performance in dealing with change are by providing training and skills development, as well as creating a healthy and comfortable work environment; 1) Provide training and skills development: Skills training and development will help employees to improve their ability to work and will help employees to adapt more easily to changes; 2) Creating a healthy and comfortable work environment: A healthy and comfortable work environment will help employees to feel more comfortable at work.

Factors Of Implementing Employee Performance Improvement Strategies

Employee performance is the level of results achieved by employees in certain functions and tasks in accordance with work requirements. According to (Milkovich, 2010), employee performance is a function of the interaction of three dimensions, namely: ability, motivation and opportunities.

Ability is the capacity of an individual to perform various tasks in a job. While motivation is the willingness to issue a high level towards organizational goals which is conditioned by the ability to fulfill an individual need and opportunities owned by the employee concerned, because there are obstacles that will become obstacles in work, including work environment support, equipment support work, availability of adequate materials and supplies, supportive working conditions, helpful colleagues, supportive rules and procedures, sufficient information to make decisions and sufficient working time to work well (Carillo, 2004). Implementation in principle is a way for a policy to achieve its goals. No more no less. To implement public policy, there are two rare choices that exist, namely directly implementing in the form of a program or through the formulation of derivative policies or derivatives of these public policies (Nugroho, 2011).

Employee work quality directly affects agency performance. In order to obtain optimal employee contributions, the management of Arung Palakka Bone Airport must understand in depth the strategy for managing, measuring and improving performance, which begins with determining performance benchmarks. Departing from the opinion of several experts in the previous chapter, there are several requirements for good performance benchmarks, namely a good benchmark, must be able to be measured in a reliable way, must be able to distinguish individuals according to their performance, must be sensitive to input and actions -actions of office holders, must be acceptable to individuals who know their performance is being assessed (Nitisemito, 2011).

Improving employee performance can also have a positive impact on the quality of products or services provided by the company or organization. Employees who are more productive and efficient will be able to produce higher quality output, so as to satisfy customers and improve the reputation of Arung Palakka Bone Airport. Thus, employee performance improvement strategies are very important for organizations in efforts to increase productivity, efficiency and quality of work, as well as increase employee satisfaction and loyalty.

The strategies for improving employee performance that are applied to UPBU whitewater palakka are increasing motivation, increasing job satisfaction, increasing trust, increasing communication and adjusting to changes. The strategy implemented in improving employee performance at Arung Palakka Bone Airport has been effective. This can be seen from the results of the daily work carried out and the increase in performance experienced by employees at Arung Palakka Bone Airport which is in accordance with all forms of employee disciplinary rules. Namely Government Regulation Number 94 of 2021 concerning Employee Discipline and PM 90 of 2014 concerning Working Days and Hours and Basis for Implementation of Tasks KM 155 of 2019.

Positive impact on the organization. Employee discipline has increased, the cleanliness of the office location is continuously well maintained, even at this time, a *mindset has been created* in employees that the office is home, because the warmth of the atmosphere in the office, good communication, has become a comfort for employees. In implementing the implementation of employee performance improvement strategies, several factors that affect effectiveness are as follows: 1) Availability of resources: Implementation of employee performance improvement strategies can be hampered if the company or organization does not have sufficient resources, such as the necessary funds, time or manpower. Therefore, Arungpalakka Bone Airport ensures that the available resources are sufficient to implement this strategy effectively. And in the current conditions, the human resources at Arungpalakka Bone Airport must be addressed and equipped; 2) Employee engagement: If employees are not involved or do not understand the goals of the strategy, then the strategy may not work. Therefore, companies or organizations must ensure that employees are involved and understand the objectives of the implemented strategy; 3) Effective leadership: Effective leadership is very important in determining the effectiveness of implementing employee performance improvement strategies. Effective leadership can help create a positive work atmosphere and motivate employees to achieve set goals; 4) Organizational culture: Organizational culture also influences the effectiveness of employee performance improvement strategies. If the existing organizational culture does not support implementing the strategy, then the strategy may not be successful. Therefore, the management of Arungpalakka Bone Airport must ensure that the existing organizational culture supports the implementation of employee performance improvement strategies; 5) Employee competence: If employees do not have sufficient skills or knowledge, then the performance improvement strategy implemented may not be successful. Therefore, Arungpalakka Bone Airport must ensure that employees have sufficient skills and knowledge to achieve the stated goals.

CONCLUSION

After discussing employee performance improvement strategies at Arung Palakka Airport, Bone Regency, it can be concluded that employee performance improvement strategies are important measures to increase productivity, efficiency and quality of work of employees. However, the effectiveness of implementing this strategy depends on various factors, such as the availability of resources, employee involvement, effective leadership, organizational culture, and employee competence. Several strategies that can be used to improve employee performance, including: increasing motivation, increasing job satisfaction, increasing trust, increasing communication, and adjusting to changes. Each of these strategies has supporting and inhibiting factors that need to be considered in its implementation. Therefore, companies need to understand and carefully consider these factors in order to find the right strategy to improve employee performance.

To increase the effectiveness of implementing employee performance improvement strategies, the Management of Arung Palakka Airport in Bone Regency must ensure that

the available resources are sufficient, employees are involved and understand the objectives of the strategies implemented, effective leadership is implemented, organizational culture supports strategy implementation, and employees have the skills and sufficient knowledge.

In addition, the Management of Arung Palakka Airport in Bone Regency must establish clear goals and objectives: Clear goals and objectives will help the organization to ensure that these goals can be achieved, then evaluate employee performance regularly, by evaluating employee performance regularly regularly, the company or organization can find out the weaknesses and strengths of employees, so that they can determine the right strategy to improve employee performance. must also ensure that employee performance improvement strategies are implemented consistently and evenly for all employees, and ensure that obstacles that may arise in the implementation of these strategies can be properly addressed. Thus, the effectiveness of implementing employee performance improvement strategies is a very important factor for the success of Arung Palakka Airport, Bone Regency, and must be considered carefully so that the goals set can be achieved effectively and efficiently.

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