

THE ANALYSIS OF FACTORS AFFECTING EMPLOYEE PERFORMANCE OF MAYSTER SURABAYA SHOES CARE SERVICES

Mohammad Maulid Rizqi¹, Thomas Stefanus Kaihatu²

Ciputra University Surabaya
INDONESIA

Email: ¹mmaulid01@magister.ciputra.ac.id, ²thomas.kaihatu@ciputra.ac.id

ABSTRACT

This study aims to determine the factors that affect employee performance Mayster shoe care services. The service industry is a sector that contributes greatly to the improvement of the Indonesian economy. Every company strives to optimize and manage its human resources well. The management of human resources in a company is important because employees will help the company to realize the goals of a company. Internal issues among Mayster employees are for example the attitude of mutual recrimination if there is a mistake in carrying out the operational process steps that have been established. This situation creates conflict in the midst of employees. Qualitative descriptive method is used to determine what factors affect employee performance. This study uses 5 informants consisting of 2 Mayster employees, 2 Mayster owners and 1 human resources expert. This study found that: 1) Personal factors such as knowledge, skills, ability, confidence, motivation and work commitment influenced performance; 2) Leadership factors such as leader quality, support, passion, direction, and direction given by the Mayster owner affect employee performance; 3) Group factors such as support, enthusiasm, trust and cohesiveness among employees affect the performance of Mayster employees; and 4) System factors consisting of systems, facilities, and organizational culture affect employee performance.

Keywords: *Employee Performance, Human Resources.*

INTRODUCTION

The service industry is a sector that greatly contributes to the improvement of the Indonesian economy. A business certainly requires a workforce that can contribute to the company through the achievement of the company's vision and mission. Every company seeks to optimize its human resources through good governance. Therefore, companies need to pay attention to their tasks to achieve organizational goals. This research takes the object of Mayster Shoe Care Services. Mayster is a premium shoe care company based in Surabaya. Mayster stands in 2014 and enters its 3rd year in May 2017. Based on interviews with some outsourced employees, problems in the field are among others the desires of business owners that require continual improvement in the company. This situation leads to complaints of employees who are not openly expressed in the company's meeting forum. Business owners seek to increase productivity through increased employee burdens and narrow work completion deadlines. However, this policy is not accompanied by an increase in compensation. Based on the above

description of the background, this study took the title "Analysis of Factors Affecting Employee Performance Mayster Care Services Surabaya".

LITERATURE REVIEW

Young (2014) in his research entitled "Factors Influencing Employee's Performance: A Study on the Islamic Banks in Indonesia" analyzed the factors affecting employee performance at Bank Islam. The variables of this research are job stress, motivation, and communication and employee performance. Using the quantitative method as an approach, the research uses multiple linear regression method to analyze the data. The results of this study indicate that job stress, motivation and communication effect on employee performance.

Fu (2014) in research entitled "The Impact of Caring Climate, Job Satisfaction, and Organizational Commitment on Job Performance of Employees in a China's Insurance Company" examines the direct and indirect effects of awareness, job satisfaction, and organizational commitment and employee performance insurance companies in China. Variables used in this study are concern, china, work performance, job satisfaction and organizational commitment. SEM method is used to analyze data. The study involved a population of 476 employees. The results of this study indicate that awareness, work performance, job satisfaction and organizational commitment have a direct influence on employee performance.

THEORETICAL BASIS

Mangkunegara in Faridatun (2014) explains that the word performance or job performance or actual performance refers to the work of an employee both in quality and quantity in performing his duties in accordance with the responsibilities given to him. According to Jackson in Aryani (2015) employee performance is related to how much they contribute to the organization including: Output Quantity, Output Quality, Output Period, Attendance and Cooperation Levels of all employees. Performance appraisals can be a major source of information and feedback for employees. These factors are key development for future employees. When supervisors identify weaknesses, potential and training needs through performance appraisals, they can notify employees of the employee's progress, discuss what skills are required and implement a performance development plan (Aryani, 2015).

Hasibuan (2012: 152) suggests Maslow's theory (1943), Maslow's Need Hierarchy Theory/A Theory of Human Motivation or Theory Maslow's Requirement Hierarchy. Maslow's Hierarchy of Needs is inspired by Human Science Theory by Elton Mayo. The hierarchy of needs follows the plural theory of a worker because of the impulse to meet the various needs. Maslow argues, one's needs are hierarchized.

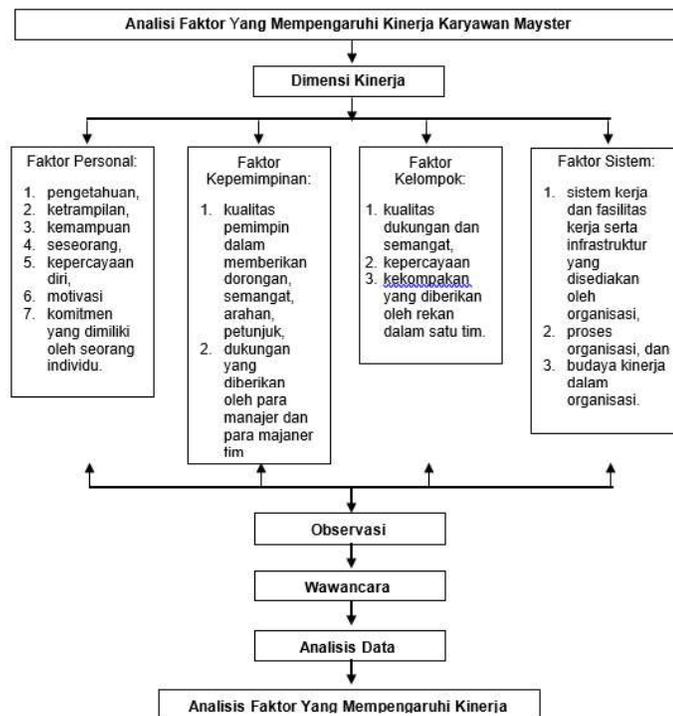


Figure 1. Model Analysis
Source: Primary Data, 2018.

RESEARCH METHODS

RESEARCH APPROACH

Using a qualitative approach, this descriptive study collects data through corporate documentation techniques and interviews.

PLACE AND TIME OF RESEARCH

Place of study covers Surabaya area. This is because Mayster store is in Surabaya area. The study took place from March 2017 to June 2017.

METHODS TAKE SAMPLES

This research uses purposive sampling. Samples that will be used as research materials are employees Mayster, Mayster owner, and experts in the field of Manpower.

METHOD OF COLLECTING DATA

According to Kuncoro (2013) personal interviews are interviews conducted between researchers with informants who are directed to obtain relevant information. Data collection techniques are observation and structured interviews.

VALIDITY AND RELIABILITY

According Sugiyono (2014) research results can be said to be valid if there is similarity between the data with the state of the object under study in the field. According Sugiyono (2014), a study is said to be reliable if others can repeat or replicate the research process. **The**

research reliability test is supported by semi-structured interviewing techniques as a data source. It aims to enable auditors to audit data research reports.

DATA ANALYSIS

Researchers conducted data analysis with Miles & Huberman model in Burhan (2015: 92), among others: data collection, data reduction, data presentation, and conclusion

RESULT AND DISCUSSION OF DATA

PERSONAL FACTORS

Knowledge

Knowledge in the mastery of product or product knowledge is very important to know by the employees. Otherwise, the employee does not know how to offer product knowledge to the customer.

"I do not because in Mayster is not just a shoe washing service, too. So if customer penguin know shoe care, we give advice gimna how to ngerawat shoes. We do not just nyuci aja but love of knowledge about taking care of shoes." (D-1, F-I, F3)

"Oh influential mbak, because if we do not apply Mayster menu itself will affect the same performance ya." (D-3, K-I, K3)

Fahmi (Mayster employee) mentions that knowledge of the products/services offered and knowledge of taking care of shoes is very important. Kevin confirmed that product/service knowledge affects performance: if employees do not remember the menu, then how can they offer other services.

Prima who is the owner of Mayster explains that knowledge about services affects performance. If you do not remember, customers are not sure to use Mayster services. As a result, employee performance will decrease. Saras, owner of Mayster, says it's highly unlikely that employees can offer and convince customers if they can not remember the menu. Experts in the field of human resources, namely Mr. Alexander W. mention that if the inability to master the product knowledge is fatal. Product knowledge in the form of tangible and intangible products.

Skills

Skills are indicators of personal factors of employees. Employees can have some skills because of talent. They can also master it because they learn certain skills constantly.

"Yes really very influential for example for detailing" (D-1, F-I, F4)

"Oh mbak effect because it can be our own inisitif kayak komplek resolve how according to the menu or provision Mayster gimna." (D-3, K-I, K4)

Fahmi mentioned that skills are very influential in performance such as detailing.

Detailing is a skill in washing. Skills in responding to complaints also need to be mastered by employees. This is because customers have different complaints. Prima explains that different employee skills will not be an obstacle. All employees follow the same training and learning according to their skills. Saras also confirmed that skills through Mayster training make skill between employees equal. This situation will not make a gap. Mr. Alex gave a statement that every employee has their own job desk and target. They perform tasks according to their job desk and target. Performance can be measured by how well employees complete the job desk or target. Every employee should be able to have the skills to make customers buy a product or service.

Ability

Ability is the same as skill: every employee must have certain ability according to company's SOP. Employee skills include both personal and external capabilities taught by the company. Kevin, Mayster's employee, states that the most important ability to work is to serve customers or communicate well. Prima and Saras equally agree that the ability of each employee can be improved through training. Alex mentioned that the ability should be measured by job desk and target set by the company. This performance can be measured through target and employee job desk. Manager or CEO must know why an employee has decreased performance or cannot achieve the target set by the company.

Confidence

Confidence in working within a service company is necessary. If employees are not confident in serving or doing work, then they will not be able to meet their targets. As a result, their performance will decrease.

"If from there we need hours of flying as well, from the beginning we need meticulous and confident. So we go directly to direct washing we do not have to wash immediately clean, we need practice and thorough in every treatment we do." (D-1, F-I, F6)

"Mayster implements SOPs that should result in maintenance in accordance with SOPs. So if we ourselves have not ngerjain as taught, will be maximized to do better. Of course work according to SOP will definitely affect the performance." (D-3, K-I, K5)

Fahmi mentioned that in shoe care or serving customers must have confidence in the bomb. They must also be careful in doing shoe care. Research makes them good results when doing a washing. Kevin mentioned that employees must work according to SOP. Confidence affects employee performance.

Prima explains that confidence needs to be owned by employees. If employees are not confident in doing maintenance, they will not be able to work optimally. Saras supported the statement. Confidence makes employees can do a good job. Alex describes that employee confidence must be accompanied by employee confidence. For example, before employees offer such services, they must have used the product/service before. Employees must be confident and confident that the services they offer are good.

Motivation

Motivation to make employees in doing the job to be excited so that it will affect the performance they achieve

"Learning, learning, learning aja" (D-1, F-I, F7)

"First make experience, continue to study independently and not depend on my parents"
(D-3, K-I, K6)

"Very influential mbak because the motivation itself makes the spirit of work" (D-3, K-I, K7)

Fahmi mentioned that his motivation in working is to learn to continue to produce maximum results. Kevin mentioned that he has the motivation to add experience and independence so he does not rely on parents.

Saras states that every employee has the motivation to work to work optimally. Prima also describes that the motivation between employees have similarities that both want to find experience, and learn independently from parents. If they do not work optimally, they will not be able to perform well. According to Mr. Alex, employee motivation in work can be seen from employee answers when given the question "What are you paying for?". From the answers of the employees can be found anything that makes them motivated so it will make them eager to work.

Commitment

Commitment relates to employee responsibilities with job description when starting work in a company.

"If from our personal Mayster nyelesainnya 3 days, so 2 days. His commitment to complete deadlines on time." (D-2, F-I, F8)

"We have to commit in accordance with the contract and job desk we receive. So if we do not work according to job desk will affect our performance." (D-3, K-I, K8)

Fahmi and Kevin describe the same thing that must be responsible and committed to meet the job description that has been given. By fulfilling the job description, their performance becomes better.

Alex explained that commitment has a close relationship with motivation. Both commitment and motivation are very influential on the quality of employee performance. Prima describes the commitment in the work of responsibility to fulfill all job description. If they do not work well and do not match the initial commitment, their performance will go down,

LEADERSHIP FACTOR

Leaders are very important role in an organization/Leader to be an example for all employees, a driver, encouragement and motivator for employees in carrying out their work.

"With the commission keep the spirit to all employees. Just so." (D-2, F-I, F9)

"It's good because ngasihnya kayak already drop by ketoko, see the results, continue if it is all wrong often love my meal. So love the spirit." (D-3, K-I, K9)

Fahmi explained that the existence of commission and spirit of the leader make employees become more enthusiastic in working. Kevin also said that the commission in the form of rewards or food given the owner after doing the control of the store and see all the work is terribly meaningful. It makes employees feel valued and happy. As a result, they are eager to work.

Saras provides encouragement and enthusiasm during meetings, or while it is controlling to see the employee's personal performance. Giving attention keeps employees happy in performing all tasks. Referrals and directions by the owner are given during small meetings and large

meetings. During the meeting they discussed the problems of late. After the direction or direction of the boss, his work is increasing.

Alex defines the difference between leader and leader. A good leader is a leader who is recognized by the employee. Leaders who can be recognized, trusted, will make them respected. The leader must have a familial character. The direction and direction of a leader should be simple and clear. Clear and simple directives make employees understand and avoid a rigid misconception or mindset.

GROUP FACTORS

Quality Support And Spirit

Support and encouragement among employees in a group is very important in a company. The support and encouragement of partners can be a factor that leads to better employee performance compared to the lack of support and encouragement from their partners.

"We every problem there can not be brought to work. If there is a problem and can not control it later it will be very influential, "(D-2, F-I, F11)

"What is certain to help each other, so make all the responsibilities not shared one person. So very influential for my performance mbak. "(D-4, K-I, K11)

Fahmi mentioned that the work partner usually gives support and encouragement. It is important for employees to see the nature of their partners. If there is a problem outside of work, it is important to solve the problem first. This is done to keep professionalism working. Kevin also outlined that support and encouragement can be in the form of providing help in work.

Prima in the interview said that the relationship between the partner part-time work and the employees of the consignment partner is very influential in the performance of the employees. Saras in the interview also mentioned that support and passion can make employees become more leverage in work.

Cohesiveness and Trust

"Trust is built every day. Although we only work part-time, but we also have to build kinship so we can say so well so we can solve the problem well in kinship. "(D-2, F-I, F12)

"Mutually backup and remind each other. The partner is very influential in the work. "(D-4, K-I, K12)

Trust and cohesiveness among employees is necessary. Fahmi mentioned that although only a part-time partner, the employee must build kinship. Cohesiveness and trust can be done through mutual back-ups and reminders.

Prima describes that cohesiveness and cooperation among employees is important and affect the performance of employees. Cohesiveness needs to be built by employees. If all employees are compact, problems can be solved directly. Saras mentions the same thing: if employees trust each other then work will become easier to work on. As a result the performance of employees to be better.

Alex mentioned that the support and passion in a group is very influential. Many companies rarely measure employee performance satisfaction and customer satisfaction. Trust and cohesiveness absolutely affect the performance of employees.

SYSTEM FACTORS

Work system

"If from my own if perl dah not fit fit, then we report. We must first confirm to the manager to be replaced. If you already do not use it must be very influential for performance." (D-2, F-I, F14)

"It is very influential because if a washing equipment there is already using will make the old job seleasei and can make our performance down." (D-4, K-I, K13)

Fahmi mentioned that the existing system on Mayster is good, but must first confirm to the manager for the replacement of washing equipment if the equipment is not feasible to use must be very influential for performance. Kevin also mentions the same thing: worn out washers make work difficult to do quickly. This situation can make the performance of employees to be down.

Systems and facilities are good but they still have to be improved. Saras mentions that work will be maximized if the facility is good.

Mr. Alex mentions that employees do not want a convoluted work system. The facilities provided by the company according to the grade of each employee: the higher the employee grade, the more rewards can be obtained.

Organizational Process

"The process in the organization is good and structured, but there are still some that need attention." (D-2, F-I, F15)

"In the organization, the process of becoming more skilled in doing the treatment has to be a lot of practice." (D-4, K-I, K14)

The Mayster employee explained that Mayster's organizational process is good and structured. However, there are several issues to be considered. Prima and Saras mention that if there are obstacles in the process of organization or wrong treatment, the problem becomes the responsibility of the employee. This affects performance.

Mr. Alex describes that the system must be synchronized so as to produce a process that is not convoluted. It is important to consider the balance between responsibility and authority.

Organizational Performance Culture

"Timeliness is very necessary, opening hours must be in accordance with the existing system. If it takes 30 minutes before it's ready." (D-2, F-I, F16)

"Discipline, timely, deadlines already applied. That certainly does not upset the customer. So educate me to be on time to continue working according to deadlines." (D-4, K-I, K15)

Fahmi considers that the organizational culture formed in Mayster is timeliness or discipline. Kevin says that that discipline, punctuality and work deadlines become a Mayster organizational culture.

Prima and Saras mentioned that Mayster's organizational culture is discipline, hard work, diligence, kinship, and high initiative. Indeed not all Mayster employees know the Mayster culture. The disciplined and timely culture will make their performance even better.

Alex mentioned that culture is created by top management, culture has emerged within the company. Do not let the leader order something that he himself did not do, do not get disciplined just for the employee but the owner does not. Create a culture that is most comfortable, but not as arbitrary. Flexible but have an integrity.

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the results of research conducted through interviews, the conclusions in this study are as follows:

1. Mayster Employees, Owners Mayster and HR experts stated that personal factors in the form of knowledge, skills, abilities, confidence, motivation and commitment of employees in the work influenced the performance they produce. If there are any personal employee issues, then their performance will certainly decrease.
2. Mayster employees, Mayster Owners and HR experts state that leadership factors such as leader quality, support, passion, direction, and guidance provided by the Mayster owner greatly affect employee performance.
3. Mayster employees, Mayster Owners and HR experts stated that group factors such as support, enthusiasm, trust and cohesiveness among employees affect the performance of Mayster employees.
4. Mayster Employees, Mayster Owners and HR experts state that system factors comprising systems, facilities, and organizational culture affect employee performance.

SUGGESTION

Based on the results of research and conclusions that have been done, researchers can provide suggestions as follows:

1. for the company. Mayster must keep an employee performance evaluation at the end of each month to determine the level of increase or decrease in performance in certain months and categories, so that managers and owners can provide solutions to the decline in employee performance that occurs continuously.
2. for the next researcher. For further research it is advisable to use quantitative methods to examine the factors that affect employee performance.

RESEARCH LIMITATIONS

In this study there are limitations of research related to the interpretation of the researcher about the meaning implied in the interview so that the tendency to bias still exists. The results of this study cannot be generalized to other companies.

REFERENCES

- Aryani, S. (2015). Pengaruh Gaya Kepemimpinan dan Kinerja Karyawan Terhadap Kepuasan Kerja di BLK Ngadirojo Kabupaten Wonogiri.
- Bungin, Burhan. (2015). Metodologi Penelitian Kualitatif: Depok: Rajagrafindo Pustaka.
- Faridatun, Umi (2014) Pengaruh Ketepatan Metode Pelatihan, Kualitas Isi Pelatihan Dan Kualitas Trainer Pelatihan Terhadap Kompetensi Dengan Efektivitas Pelatihan

- Sebagai Variabel Intervening Pada Peserta Didik Di Lkp Nissan Fortuna. Tesis Magister thesis, Universitas Muria Kudus.
- Fu, W., & Deshpande, S. P. (2014). The impact of caring climate, job satisfaction, and organizational commitment on job performance of employees in a China's insurance company. *Journal of Business Ethics*, 124(2), 339-349.
- Hasibuan, Malayu. (2012). *Manajemen Sumber Daya manusia*. Jakarta: PT Bumi Aksara.
- Kuncoro, M. (2013). *Metode Riset untuk Bisnis & Ekonomi*. Jakarta: Penerbit Erlangga.
- Muda, I., Rafiki, A., & Harahap, M. R. (2014). Factors Influencing Employees' Performance: A Study on the Islamic Banks in Indonesia. *International Journal of Business and Social Science*, 5(2).
- Sugiyono. (2014). *Metode Penelitian Kuantitatif, Kualitatif, dan Kombinasi (Mixed Methods)*. Bandung: Alfabeta.