

Employee Performance Management in Actualizing Company Effectiveness at the AMPHURI Cooperative

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Abstract

Each company certainly has its own target, as well as the AMPHURI Cooperative. The effectiveness of the cooperative is very dependent on the performance of employees, both leaders and subordinates and all scopes of work, for that, need a concept of rules that regulate all scopes of work, and also a harmonious relationship between all parties is needed. company. This research is a qualitative research, by collecting data from several ways, namely interviews, observations, and from books that can support the completeness of this data. Based on the results of the author's research, the concept of employee performance management of the AMPHURI Cooperative has been carried out well and the achievement of the company's targets has also been running effectively, as can be seen from the percentage increase in the number of umrah pilgrims in the consortium and also the increase in the number of new members of the AMPHURI cooperative each period.

Abstrak

Setiap perusahaan tentu memiliki targetnya tersendiri, begitu pula dengan Koperasi AMPHURI. Efektivitas perusahaan sangat bergantung dengan kinerja karyawan, baik pimpinan maupun bawahan dan semua lingkup kerja. Oleh karenanya, dibutuhkan suatu konsep aturan yang mengatur segala lingkup kerja demi membangun hubungan yang harmonis antara semua pihak perusahaan. Penelitian ini adalah penelitian kualitatif, yaitu penelitian dengan cara melakukan mengumpulkan data dari beberapa cara yaitu wawancara, observasi dan buku-buku yang dapat menunjang kelengkapan data penelitian ini. Berdasarkan hasil penelitian, konsep manajemen kinerja karyawan koperasi AMPHURI sudah dijalankan dengan baik dan pencapaian target perusahaan juga sudah berjalan dengan efektif, Hal ini dibuktikan dari persentase kenaikan jumlah jamaah umrah konsorsium dan juga kenaikan jumlah anggota baru koperasi AMPHURI tiap periodenya

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Introduction

The application of performance management is significant in managing a company. The success of a company to achieve effectiveness is very dependent on the performance of employees. Both leaders and employees must master and be able to practice performance

management. Allah SWT has implemented management in managing this life as His word in surah as-Sajdah: 5

يُدَبِّرُ الْأَمْرَ مِنَ السَّمَاءِ إِلَى الْأَرْضِ ثُمَّ يَعْرُجُ إِلَيْهِ فِي يَوْمٍ كَانَ مِقْدَارُهُ أَلْفَ سَنَةٍ مِمَّا تَعُدُّونَ

Meaning: He regulates the affairs from the heavens to the earth; then shall it ascends to Him in a day the measure of which is a thousand years of what you count (as-Sajdah: 5).

Performance management as a communication process is carried out continuously in the relationship between employees and their direct superiors. This communication process includes activities to build clear expectations and understanding of the work to be done. The communication process is a system. It has a number of parts, all of which must be included, if performance management is to provide added value for institutions, managers, and employees.

In an effort to implement good performance management, the AMPHURI Cooperative makes institutional regulations that clearly state the rights and obligations of the institution and employees in order to create a harmonious working relationship, working tranquility, improvement of employee welfare, business continuity, and the certainty of the rights and obligations of each party in the institution. The regulation of this institution is a legal basis in the employment relationship, which has rights and obligations that must be obeyed by the institution and employees as regulated in the applicable laws and regulations.

The AMPHURI Cooperative also has an umrah marketplace platform, named AISYAH (AMPHURI Information System Syariah) with the Business-to-Business (B2B) concept. B2B AISYAH serves as a trading space for suppliers who sell products and services ordered online by AMPHURI Cooperative members. This platform greatly facilitates AMPHURI Cooperative employees and members in communication, buying and selling umrah products.

Theoretical Framework

Etymologically, the origin of the word "management" comes from the word to "manage", which means to regulate. If viewed from three definitions, management as a process, management of a human collectivity, management as a science, and as art (M. Anang Firmansyah, 2018:1)

There are several elements contained in management activities. In this regard, Yayat (2001:17-18) quotes the opinion of George R. Terry, who applies the PIRO concept, which stands for People, Ideas, Resources, and Objectives. 'People' is the most important management resource available to managers. As in the final analysis, management is: 'by', 'through', and 'for' humans. It means that in achieving a mission that has been set, every member of the institution

needs to be informed and believed. Their spirit also needs to be raised. In addition, they need to be directed according to their duties to get satisfactory work results. 'Ideas' is a treasured possession of the administrator, which is in the form of descriptions of things in the form of concepts of the views needed. 'Objectives' is a goal that provides meaning for people, ideas, and sources of energy's use. Hence, it is clear there is a goal to be achieved and a goal that must be carried out following the goals of each body activity.

In its implementation, management has main functions. According to George R. Terry, there are four functions, namely: (a). Planning, an activity that determines various goals and triggers for subsequent actions; (b). Organizing, an activity to divide the work among group members and make provisions in the necessary relationships; (c). Actuating, an activity to move group members to carry out work under their respective duties; (d). Controlling, an activity to familiarize between the implementation and the plans that have been determined.

According to Darmanto (2019: 71), "kinerja" is a word in Indonesian, namely from the root word "kerja" which is adopted from a foreign language, namely achievement, which can also be interpreted as the result of work. The concept of *kinerja* (performance) can be interpreted as the level of results achievement. Performance can also be said as a result (output) of a particular process made by all organization components towards certain sources that use (input). Next, performance is also the result of a series of activities that are tried to achieve particular goals in an organization.

In Wibowo's book (2017: 37), there are several views of experts on performance management. Bacal views performance management as a continuous communication process in partnership between employees and their immediate superiors. This communication process includes activities to build clear expectations and understanding of the work to be done. The communication process is a system with a number of parts that all must be included, if performance management provides added value to the organization, managers, and employees. Unlike Bacal, who emphasizes the communication process, Armstrong sees performance management as a means to get better results from organizations, teams, and individuals by understanding and managing performance within a framework of agreed objectives, standards, and attribute requirements.

Performance management has an essential role in achieving organization's goals, but its implementation is not easy. Some organizations are successful in doing so. The main factors determining the satisfaction of pilgrims, according to Handi Irawan are as follows:

First, price. For pilgrims who are sensitive, low prices are one thing that becomes the satisfaction of pilgrims because pilgrims only focus on the main goal, namely Umrah, without

making a fuss about the facilities. Second, quality of service. Pilgrims will feel satisfied if they receive good service and in accordance with what they expect. A popular good quality concept is Serqual which Parasuraman, Berri, and Zeithaml developed. Based on this concept, quality has five dimensions: Reliability, Responsiveness, Assurance, Empathy, and Tangible.

Third, emotional factors; Pilgrims who feel proud when using expensive Umrah packages, well-known travel, or Umrah with public figures. Fourth, cost and convenience of obtaining products or services; Pilgrims will feel satisfied if the Umrah process from registration, departure to return is carried out in a simple, easy, and uncomplicated manner and the costs incurred are clear as a whole, without any additional charges. Fifth, value; total use-value and marginal use-value.

According to Law No. 14 of 1969 concerning Basic Provisions Regarding Manpower in article 1, it is stated that manpower is anyone who is able to do work both inside and outside the employment relationship in order to produce services or goods to meet the needs of the community. Similarly, based on the provisions of article 1, section 2 of Law No. 13 of 2003, manpower is everyone who is able to do work to produce goods or services, both to meet their own needs and those of the community.

Effectiveness is the use of resources, facilities, and infrastructure in a certain amount that is consciously determined beforehand to produce a number of goods or services for the activities carried out. So, effectiveness emphasizes the achievement of goals. A thing can be said to be effective if it is in accordance with what is desired and creates effects of what is desired or expected (Freddy, 2016: p.48). A company is any form of business that is a legal entity or not, owned by an individual, a partnership, a legal entity, both privately owned and state-owned, that employs workers/laborers by paying wages or other forms of remuneration. A company is defined as an organizational unit that uses various production factors and produces goods and services for sale to households, other companies, or the government in a profit-oriented manner. (Tri Kurnawangsih, 2016: p143).

From the definition and explanation above, it is generally explained that management, performance, employees, effectiveness, and the company are a unit to carry out a vision and mission of the company conceptualized by all levels to achieve common goals.

Research Methods

This type of research is qualitative research, namely human words and actions. The qualitative method is a method used to find and define research by collecting data from several ways, namely interviews, observations, and books that can support the completeness of this

journal data. In this study, the researcher wanted to find out how the AMPHURI Cooperative performance management works effectively.

The researcher used qualitative methods, collected data by interviewing several employees of the AMPHURI Cooperative, including the HR Department. Also, the researcher had an internship at the AMPHURI Cooperative for two months and was equipped with books and company reports such as (Performance Reports of AMPHURI Cooperative Management and Supervisors, and AMPHURI Cooperative Institution Regulations) in order to ensure that the results of the data obtained by researchers have met various requirements of qualitative research.

Discussion

AMPHURI Cooperative Bangkit Melayani (ABM) is a service company. The cooperative was founded in 2016. The ABM Cooperative was officially established on March 7, 2017, but this cooperative has been formed since 2016 by the DPD AMPHURI East Java. Since its inception, the ABM Cooperative has set out a vision to be able to become the top 10 cooperatives in Indonesia from the strength of investment in the Hajj and Umrah sectors.

AMPHURI (Association of Muslim Hajj and Umrah Organizers of the Republic of Indonesia) Cooperative has made a steady move to become a provider of components for the implementation of Umrah and Hajj, such as hotels and airline tickets. For airlines, the AMPHURI cooperative cooperates with Citilink, Lion Air, and Saudia Airlines. The cooperative will carry out a hard block of Saudia Airlines seats for the Surabaya-Jeddah/Medina flight route), visas, buses, catering, as well as worship equipment. At the beginning of its establishment, the cooperative also kicked off by providing cheap Umrah packages, Umrah Ummah, through a consortium pattern. ABM Cooperative members consist of travel bureaus for Hajj and Umrah members of AMPHURI who are domiciled in the territory of the Republic of Indonesia. To date, 154 travel are members of the cooperative from approximately 400 AMPHURI members.

The author conducted interviews with employees of the AMPHURI Cooperative, where employees are the object of this research. This interview is to find out whether the performance management of AMPHURI cooperative employees has been running effectively, how the concept of performance management is, how it is implemented, and what the results of performance management are. The author interviewed several divisions: the marketing department, the documents section, the finance department, the office boy section, and HRD. The author also summarizes several points of employee performance management regulations

that the author considers to significantly affect employee performance as follows: First, getting the opportunity to develop capabilities in their field of employees by attending training and seminars which costs are borne by the institution. Second, employees who come at 08.30 for one month will get an attendance bonus of Rp. 250.000,- (two hundred and fifty thousand rupiah). Third, punishment for employees who are late three times a month. They will receive a warning letter (SP 1, SP 2, SP 3 or dismissal without severance pay) with the condition that it is repeated twice and so on within six months. Forth, every employee may do overtime in the form of shifts if overtime on weekdays is in accordance with working hours at 18.00 – 00.00 Rp. 12.000,-/hour, adjusted for working hours after eight working hours. Fifth, the institution provides periodic wage increases every year to employees whose amount is adjusted to the institution's ability and is guided by: the power of the institution, work discipline, work performance, years of service, minimum living needs.

Sixth, the institution provides health service facilities for employees by using BPJS employment. The BPJS employment services offered by the institution are JKK Work Accident Insurance, JKM Death Insurance, JHT Old Age Security, and Pension Security. Seventh, employees are entitled to an annual leave of 12 working days each year after working for 12 consecutive months with wages paid in full. Eighth, Employees have the opportunity to perform Umrah and tours to various countries.

Based on the results of research that researchers have done obtained the following results, namely:

First, based on interviews with employees, all employees agree on the concept of AMPHURI cooperative performance management and are ready to take responsibility for applicable regulations. Second, employee development programs are held when there are new regulations regarding special umrah and hajj policies and new products and new systems from the internals. Third, prepare better Institutional Regulations for employees, penalties for employees who violate the references already stated in the institutional regulations. If they violate the regulations, they will receive a warning letter up to being terminated. Also, rewards for employees in the form of bonuses, fees, and Umrah/halal tours in various countries. Forth, in the future, the AMPHURI Cooperative will implement ISO 9000:2015, an internationally recognized standard, thus giving AMPHURI Cooperative members and pilgrims confidence that the products they buy meet international quality standards.

Fifth, cooperative member satisfaction is a top priority. Therefore, the AMPHURI Cooperative ensures five things for buying cooperative members who have ordered packages from the AMPHURI Cooperative, namely the company's legality, departure date, visa, hotel,

and flight. Sixth, internal supervision is carried out every day, and the General Manager and HRD review every job because every job will be assessed every time the job is completed. Ticket bookings are completed according to consumer requests. Pilgrims' departure visas have also been completed the day before departure. All payments have also been verified, such as hotels, planes, transportation while in Mecca/Medina or other destination cities. Seventh, in assessing the performance, AMPHURI Cooperative is guided by the institutional regulations that have been prepared, such as giving bonuses, promotions for departure prizes, and giving first, second, and third warning letters, suspensions, to termination of employment. However, the author considers that this is not perfect because the institutional regulations have not been fully implemented and have not implemented performance standards for employees or KPI (Key Performance Indicators). It is more to the direct assessment of the results that employees have done.

Eighth, performance evaluation is carried out once a year, which is in conjunction with the preparation of plans. AMPHURI Cooperative holds an Annual Membership Meeting (RAT) to convey the responsibilities of business activities and financial statements of the current situation, condition, and position. To illustrate, benchmarks for the AMPHURI cooperative to increase its members, the number of business activities, and most importantly, the number of results of its business so that the members and the AMPHURI Association can feel the benefits as the association that oversees the AMPHURI cooperative. Ninth, there was an increase in the number of Umrah pilgrims from the AMPHURI Cooperative consortium from the 2017-2018 period to the 2018-2019 period by 10% or an increase from 586 pilgrims from 4,964 to 5,550 consortium Umrah pilgrims. Tenth, there was an increase in the number of AMPHURI Cooperative members from 2017 to 2018 by 57%, from 65 AMPHURI Cooperative members in 2018 to 154 members. In 2019, the increase was 23%, with 202 AMPHURI Cooperative members.

Conclusion

The conclusions of this research are: First, the concept of employee performance management of the AMPHURI Cooperative has been carried out well. The author sees that the concept of employee performance management of the AMPHURI Cooperative is very mature since the planning. The AMPHURI Cooperative has prepared various training and development programs for employees. Also, in the future, the AMPHURI Cooperative will implement ISO 9000:2015 which is a standard that has been recognized internationally, thus giving confidence

to the members of the AMPHURI Cooperative and the pilgrims that the products they buy meet international quality standards.

Second, likewise, in its implementation, the employees of the AMPHURI Cooperative ensure that the convenience and satisfaction of the members of the AMPHURI Cooperative are the primary goals, as shown by the presence of Aisyah (AMPHURI Information System Syariah). The AMPHURI Cooperative also maintains the quality of its employees by monitoring, assessing, and evaluating. They are conducted directly by the HRD AMPHURI Cooperatives. They evaluate performance appraisals, performance progress. Hence things that deviate are immediately discovered.

Third, the company's target achievement has also been running effectively, as seen from the percentage increase in the number of consortiums Umrah pilgrims and the increase in the number of new members of the AMPHURI Cooperative each period.

Suggestion

From this study, there are some suggestions: First, operational standards must be enforced to the fullest because they affect the assessment system, such as giving punishments and rewards. The boundaries and methods need to be clarified so that employees are aware of them. Their performance can be improved either to avoid penalties or to get rewards and promotions.

Second, duplicate tasks carried out by employees should be separated to maximize their performance as the work only from their division, not focusing on other issues. Companies should look for new employees to maximize each job from the increasing number of AMPHURI Cooperative products and also synergize with colleagues and company officials, Foster unity and work discipline within each employee, administrator, a supervisor with cooperative members and outside cooperatives, such as reminding each other, helping each other with work, not burdening employees with work, and 5S (smile, greetings, and courtesy).

Third, improving book administration, financial administration, and cooperative business. Improving communication, both vertically (to DPP AMPHURI, Government Institutions) and horizontally within the scope of other organizations and institutions, improving services, especially to members and non-members of AMPHURI Cooperative, improving and developing businesses cooperatives, both within members and non-members members, to improve the welfare and meet the needs of cooperative members.

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