

ANALYSIS OF STRATEGIES TO IMPROVE EMPLOYEE PERFORMANCE THROUGH THE APPROACH: SKILLS AND ABILITIES, MOTIVATION AND LEADERSHIP



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Abstract

Research background: Human resources as an important component in improving organizational performance require competency development and the granting of authority and responsibility in a planned, directed and strategic manner. This research describes the strategy of BRI Unit Marendal 1 Medan in improving employee performance through an approach to individual characteristics and work discipline.

Purpose of the article: Based on the research results, it can be concluded as follows: (1) Strategy for improving employee performance through the approach: (a) Employee Abilities and Skills, that the abilities and skills at BRI Unit Marendal 1 Medan, namely employees, will be directed to what job description employees must carry out. (b) Work Motivation, that work motivation at BRI Unit Marendal 1 Medan is more towards where employees need a job because they have the motivation to earn income and survive. (c) Leadership, leadership at BRI Unit Marendal 1 Medan tends to be a democratic leadership style that involves cultural and communicative values.

Methods: This research is field research. This research approach uses a qualitative approach. In this qualitative approach, data is obtained using a comprehensive approach using interviews, direct observation and scientific studies. The data processing techniques in this research are as follows: (a) Predetermined systematics (display), (b) Selecting data that is relevant to the discussion (reduction), (c) Drawing conclusions (conclusion).

Findings & value added: The impact of the strategy to improve employee performance through the approach: (a) Compensation, that compensation at BRI Unit Marendal 1 Medan is the compensation given by BRI Unit Marendal 1 Medan to its employees which is quite adequate with the aim of this compensation being able to motivate employees in working and also to welfare of employees. (b) Career, regarding careers at BRI Unit Marendal 1 Medan, career advancement at BRI Unit Marendal 1 Medan is carried out by looking at the extent to which employees are loyal and demonstrate their achievements at work.

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1. INTRODUCTION

Organizational success in achieving goals will be largely determined by the ability of the leadership of the organization who must realize that in achieving organizational goals employees

are expected to handle work in accordance with their respective specialties, so that human resources can be utilized more effectively and efficiently with optimal results. The effectiveness and efficiency of Human Resource empowerment in the company will bring a tendency towards improving employee performance is quite high.

Employee performance is highly dependent on several driving factors that affect performance improvement such as competence, leadership and motivation factors at work. The leadership needs to pay attention to these things in order to grow and improve morale so that performance increases, because employees feel happy and excited in working to complete tasks that ultimately the plan that has been set can be realized properly (Pristiningsih, 2015).

One of the factors that affect employee performance is work ability. Ability is a trait that is carried from birth / learned that allows a person to complete his task. Ability shows the potential of people to carry out tasks/work. The ability of employees to perform their duties is the embodiment of knowledge and skills possessed. the success of an organization is the presence of employees who are capable and skilled and have high morale, so that a satisfactory work result can be expected. The reality is that not all employees have the ability skills and morale in accordance with the expectations of the organization. An employee who has the ability in accordance with the expectations of the organization, sometimes do not have high morale so that its performance is not as expected (Dewi, 2018).

The company's resources are inseparable from the problem of the use of human resources, thus the quality aspect will be related to the achievement of performance must be supported by other factors such as motivation. Motivation is not only a spirit to actively participate in the organizational process, but motivation is to create a person's attitude and behavior in order to carry out tasks with enthusiasm and responsibility. With work motivation for employees, employees will feel valued. Motivation work is important in order to achieve organizational goals such as fulfillment of God's needs and career. While in the organization of work motivation is one instrument in achieving organizational goals (Susanto, 2016).

Currently, the main problem that becomes an obstacle in the organization or company is the difficulty of being able to build great human resources (HR), which can be a strong foundation for the organization or company. The difficult factor of having great human resources is inseparable also because of the lack of leadership that is owned by the leaders. Therefore, in an institution a leader has a very important role and full responsibility. In the continuity of the institution. institutions can be said to fail or succeed in achieving its goals lies in the role of a leader (Khoiri, 2019).

2. METHODS

This study is a field research, that is, the researcher must go directly to the field, engage with the local community. Engaging with participants or the community means getting a sense of how they are feeling and at the same time getting a more comprehensive picture of the local situation. The researcher must have knowledge about the conditions, situations and life upheavals of the participants and the community under study (Semiwan, 2009)

This research approach uses a qualitative approach that is, research that produces discoveries that cannot be achieved (obtained) by statistical procedures or other means of quantitative (measurement). Qualitative research in general can be used for research on people's lives, history, behavior, functionalization of the organization of social activity, and others. A systematic and subjective approach used to describe life experiences and give them meaning.

In this qualitative approach to obtain data by using a comprehensive approach with interviews, direct observation and scientific studies. The data needed in this study are:

- 1) Employee performance improvement strategy in BRI Unit Marendal 1 Medan.
- 2) The impactian of Employee Performance Assessment Strategies conducted at BRI Unit Marendal 1 Medan.

Table 1. Research informants at BRI Unit Marendal 1 Medan

No.	Name	Informant
1.	Drs. Dedi Susanto	Head Of Unit
2.	Saiful Akbar, S. Sos	Account Officer (Mantri)
3.	Fireman Lubis	Customer Service
4.	Ayu Puspita Tarigan	Teller

Sources of data obtained by direct observation in BRI Unit Marendal 1 Medan and by conducting interviews to the head of the Unit and employees to get direct information. Data collection techniques are the correct data collection will produce data that has high credibility. Therefore, the data collection stage must not be wrong and must be carried out carefully according to the procedures and characteristics of qualitative research. In this study the data collection is done by conducting interviews and observations. (Sujarweni, 2019)

The data processing techniques in this study are as follows: (a) Systematics that have been set (display), (b) selecting data relevant to the discussion (reduction), (c) draw conclusions. According to Mudjiarahardjo, data analysis is an activity to organize, sort, Group, code or mark, and categorize, so that a finding is obtained based on the focus or problem to be answered. Through a series of activities, qualitative data that is usually scattered and stacked can be simplified to finally be understood easily. After the data collected further in the analysis. Data analysis takes place together with the data collection process with the flow of stages, namely: (a) data reduction, (b) Data presentation, and (c) inference and verification. To avoid data errors that will be analyzed, the validity of the data needs to be tested in several ways, namely: (a) Kreadibility, to prove the truth of the data obtained by the actual circumstances. (b) Triangulation, to provide data directly to the resource person and direct observation to the relevant field.

3. RESULTS

1. Strategies for Improving Employee Performance Through approaches: ability and expertise, work motivation and leadership

a) Ability and expertise of employees

The ability and expertise of employee performance at BRI Unit Marendal 1 Medan, to find out this the researcher conducted an interview with Mr. Drs. Dedi Susanto as head of BRI Unit Marendal 1 Medan:

“In the Office of our Unit for the ability and expertise we will teach when the new employee just entered. We explain what and how to work, and will also be assisted by old employees to carry out their duties, for approximately 1 Week we will continue to monitor if these employees can fulfill their duties”.

The researcher asked again the qualifications related to the ability and expertise to work in BRI Unit Marendal 1 Medan:

"qualification to work in BRI Unit Marendal 1 Medan will be conducted training or training for three months or in accordance with the needs to support knowledge related to their respective fields, but it is also the most important work intention, honest and painstaking. At least a minimum of D3.”

Another opinion was also expressed by Mr. Saiful Akbar, S. Sos selaku Account Officer (Mantri):

"in BRI this Unit for the ability, all will be given direction either from the head of the Unit directly or to those who have worked here for a long time, to explain the system works and what will be done by employees."

Based on the above interview, it can be concluded that the ability and expertise in BRI Unit Marendal 1 Medan, namely the employees will be directed to how the job description should be done.

b) Work Motivation

Work motivation in BRI Unit Marendal 1 Medan to find out researchers conducted interview with Mr. Drs. Dedi Susanto as head of BRI Unit Marendal 1 Medan:

"The motivation of employees is very high, it's normal when they start working, maybe because it looks like their work because they also need a job."

Researchers asked again about work motivation related to internal and external factors:

"usually there are also employees who find it difficult to adapt to the new workplace environment, they take a long time to feel comfortable, so communication is also a little difficult and may decrease their motivation to work as well. The rules here are also not too strict, they are required to come on schedule and go home also according to the schedule set by the office."

Another opinion was also conveyed by Mr. Firman Lubis as customer Service at BRI Unit Marendal 1 Medan:

"The motivation of work is certainly to obtain income, to survive because I also have a family, of course this work is for the family as well, to buy daily necessities"

Researchers asked again related to work motivation to Mrs. Ayu Puspita Tarigan as Teller at BRI Unit Marendal 1 Medan:

"compensation is there, usually it is every day before the holiday we are given holiday allowances and also when on leave, for work regulations are also in accordance with standard operating procedures that have been set by the central office."

Based on the interview above, it can be concluded that the motivation of work in BRI Unit Marendal 1 Medan is more towards where employees need a job because they have the motivation to earn income and to survive.

c) Leadership

The leadership in BRI Unit Marendal 1 Medan to find out about this, the researcher conducted an interview with Mr. Drs. Dedi Susanto as head of BRI Unit Marendal 1 Medan:

"the leadership I do is so flexible, not too constraining employees and trying to make employees comfortable working with me"

Another opinion was also expressed by Mr. Saiful Akbar, S. Sos selaku Account Officer (Mantri):

"the leadership carried out by the head of the Unit is so comfortable, that's what I feel. Every time there is something that needs to be done we are always given direction and immediately trust us to do it, that trust makes me comfortable here. And the head of the Unit is also very loyal to his employees" *karyawannya*"

Another opinion was also conveyed by salah one of the employees, Mr. Firman Lubis as customer Service at BRI Unit Marendal 1 Medan:

“The head of the Unit is so communicative that makes the employees here including me happy and comfortable, he is not so rigid all if there are problems in the office can be discussed properly and find solutions that remain with the employees”

Based on the interview above, it can be concluded that the leadership in BRI Unit Marendal 1 Medan is inclined a Democratic leadership style that involves cultural and communicative values.

2. Impact of employee performance improvement strategies through: compensation and career

a) Compensation

Compensation in BRI Unit Marendal 1 Medan to find out this, the researcher conducted an interview with Mr. Drs. Dedi Susanto as head of BRI Unit Marendal 1 Medan:

“The compensation yang we provide to our employees is in the form of BPJS employment, bonuses, holiday allowances and holidays together. This compensation is of course also to increase the morale of employees and also for the welfare of employees with BPJS employment through the pension program. Hopefully the work that comes with me can guarantee his welfare.”

Another opinion was also expressed by Mr. Saiful Akbar, S. Sos selaku Account Officer (Mantri):

"the compensation I get by working here is in the form tunjangan hari of holiday allowances, there are also bonuses yang given if the realization of credit, the leadership also usually invites holidays that are held every 1 year, and also BPJS employment that I received while I worked at BRI Unit Marendal 1 Medan”

The results of the interview above it can be concluded that the compensation in BRI Unit Marendal 1 Medan is the compensation provided by BRI Unit Marendal 1 Medan to its employees is adequate with the intention that the compensation can motivate employees dalam to work and also for the welfare of employees.

b) Career

Career in BRI Unit Marendal 1 Medan to find out this, the researcher conducted an interview with Mr. Drs. Dedi Susanto as head of BRI Unit Marendal 1 Medan:

"for career advancement in BRI, BRI will give appreciation for career advancement/position to employees who have worked long enough and have shown their achievements in their respective fields, usually with a promotion will automatically increase the salary increase”

From the results of the interview above it can be concluded that regarding the career in BRI Unit Marendal 1 Medan, career improvement in BRI Unit Marendal 1 Medan is done by looking at the extent to which loyal employees and show their achievements in work.

4. DISCUSSION

1. Strategies for Improving Employee Performance Through approaches: ability and expertise, work motivation and leadership

a) Ability and Expertise of Employees

The ability or skill that a person has, the more he has the ability and expertise, he will be able to complete his work correctly, in accordance with what has been set. This means that employees who have the ability and expertise yang lebih better, it will provide good performance as well, and vice versa for employees who do not have the ability to complete the job properly, it will give less good results as well, which in turn will show less good performance as well, which in turn will show good performance not good. Dengan Thus the ability and expertise will affect one's performance.

In BRI Unit Marendal 1 Medan expertise and communication skills are needed, but it is also the intention of work, honest and painstaking in the work. Highly regarded in the work ability to work will be given direction for new employees who join. From these explanations, the researchers analyzed that the skills and abilities of employees are needed in.

From the explanation above, it can be concluded that the theory and facts are in accordance with the application in BRI Unit Marendal 1 Medan. In BRI Unit Marendal 1 Medan, more prioritizing skills or intellectual abilities and ways of communicating in delivering and also the dexterity of employees in serving para customers.

b) Work Motivation

Motivation is often, defined by the term impulse, which means the energy that moves the soul and body to act, so that the motive is the “driving force” of a person, to behave in achieving a set goal. Everyone has a self-motive that can certainly be different from one person to another. Motivation given to individuals can be divided into 2 types of motivation, namely positive motivation and negative motivation. Positive motivation is the process of trying to influence others so that they can do something the way yang we want by cara giving the possibility of getting a “reward”. Negative motivation is the process of influencing others to carry out a tugas job task in accordance with what we expect by using pendekatan the power of habit approach, meaning that in order for subordinates to want and do their job dengan well, a leader uses his position and power to “scare” subordinates, so that the power of fear will be able to encourage subordinates to carry out their work.

Work motivation, employees at BRI Unit Marendal 1 Medan which was conveyed by Mr. Firman Lubis, namely to meet the needs, to obtain income to meet the needs of his family. From the explanation of Mr. Firman Lubis, the researcher analyzed that the motivation of work, the employees at BRI Unit Marendal 1 Medan is to earn income to meet daily needs and also the loyalty of the head of the Unit to increase employee motivation.

From the explanation above it can be concluded that the motivation of work in BRI Unit Marendal 1 Medan is appropriate. Employees of BRI Unit Marendal 1 Medan feel comfortable and comfortable with the existing regulations in the office and also company policies that provide holiday allowances and other bonuses to make workers not too burdened and have good work motivation.

c) Leadership

According to Northouse leadership is a way to improve kehidupan their personal, social, and professional lives. Today companies are looking for people with leadership skills because companies believe, people like this bring special assets to their organization and will ultimately increase profits.

Leadership by Drs. Dedi Susanto as the head of BRI Unit Marendal 1 Medan is so communicative that it does not burden its employees too much which makes employees feel comfortable working with bu Yuli because it gives a sense of trust to employees and is loyal. From these explanations, the researchers analyzed that the leadership in BRI Unit Marendal 1 Medan is so flexible but still subject kepada to superior orders, communicative so as to make employees comfortable with the leadership carried out in BRI Unit Marendal 1 Medan.

From the explanation above, it can be concluded that the leadership in BRI Unit Marendal 1 Medan is in accordance with practice and theory. In BRI Unit Marendal 1 Medan using Democratic leadership practices because employees in BRI Unit Marendal 1 Medan feel with the leadership of the head of the Unit by often giving rewards or bonuses to the work of its employees.

2. Impact of employee performance improvement strategies through: compensation and career

a) Compensation

Compensation is all income in the form of money or goods directly or indirectly received by employees in exchange for services rendered to the company. The amount of compensation (remuneration) has been determined and known in advance, so that employees definitely know the amount of compensation they will receive. Compensation is divided into two types, namely direct and tak indirect. Direct compensation in the form of salaries, wages, wages incentives, while indirect compensation in the form of employee welfare.

Compensation given by the company to its employees in the form of BPJS employment, bonuses, allowances holidays Raya and holidays together. This compensation is of course also to increase the spirit of the employees and also for the welfare of the employees. From the above explanation, it can be analyzed that compensation in BRI Unit Marendal 1 Medan is in accordance with compensation theory. At BRI Unit Marendal 1 Medan compensation is given to meet the needs of employees such as salaries, bonuses and referrals. Compensation is also given to employees, namely BPJS employment as a form of employee welfare.

b) Career

Career management as a process for developing, implementing and monitoring individual career goals and strategies. The effectiveness of career management depends entirely on the attitude (awareness) of managers to recognize the important role of Career Planning and development in satisfying the needs of individuals and organizations. If managers and departemen HR departments have a high awareness of meeting the long-term needs of the organization, then career opportunities and opportunities for training and development programs will be opened wide for all workers.

For career advancement in BRI, BRI will give appreciation for career advancement/position to employees who have worked long enough and have shown their achievements in their respective fields, usually with a promotion will automatically increase the salary. From the explanation above, it can be analyzed that the career in BRI Unit Marendal 1 Medan is in accordance with the theory. At BRI Unit Marendal 1 Medan, you will get a career in accordance with your achievements and a high level of loyalty to the company.

5. CONCLUSION AND LIMITATION

Based on the results of research and discussion that researchers have done at BRI Unit Marendal 1, it can be concluded as follows:

1. Employee performance improvement strategies through approaches:

a) Ability and expertise of employees

The ability and expertise in BRI Unit Marendal 1 Medan, namely the employees will be directed to how the job description that employees must do.

b) Work Motivation

That the motivation of work in BRI Unit Marendal 1 Medan is more towards where employees need a job because they have the motivation to earn income and to survive.

c) Leadership

Leadership in BRI Unit Marendal 1 Medan is inclined to a Democratic leadership style that involves cultural and communicative values.

2. Impact of employee performance improvement strategies through approaches:

a) Compensation

That compensation in BRI Unit Marendal 1 Medan is the compensation provided by BRI Unit Marendal 1 Medan to its employees is sufficient with the intention that the compensation can motivate employees dalam to work and also for the welfare of employees.

b) Career

That regarding the career in BRI Unit Marendal 1 Medan, career improvement in BRI Unit Marendal 1 Medan is done by caralooking at the extent to which employees are loyal and show their achievements in work.

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