



Implementation of Performance Management at Kurnia Supermarket Tanjungpinang City

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Abstract

This study aims to analyze the implementation of performance management in Kurnia Supermarket, Tanjungpinang City. The type of research used is descriptive research with a qualitative approach. Data collection was carried out through observation and in-depth interviews. The sample used was purposive sampling. The informants are 3 people, namely 1 manager and 2 employees from the goods arrangement staff and cashier division, in order to obtain a comprehensive perspective related to the implementation of performance management implemented. The results of the study show that performance management at Kurnia Supermarket has been implemented well. This is reflected in the implementation of clear goal setting, achievement of performance targets, and employee competency development that focuses on improving work quality. This implementation also supports the improvement of operational efficiency which has a positive impact on the company's overall performance. Although it has shown positive results, the study also found several challenges, such as a lack of understanding of some employees regarding the performance management system and limited human resources in some divisions. Therefore, it is recommended to improve communication and increase socialization about performance management to all employees to achieve more optimal results.

Keywords: Performance Management, Operational Efficiency, Customer Satisfaction, Performance Targets, Kurnia Self-Service

1. INTRODUCTION

In an era of increasingly fierce business competition, the implementation of performance management is the main key for companies to achieve sustainability and competitiveness. Performance management not only aims to assess employee productivity, but also ensures operational efficiency and improves service quality. In the retail industry, such as supermarkets, the success of performance management is greatly influenced by the company's ability to manage human resources effectively to achieve sales targets while maintaining customer satisfaction. Supermarket as one of the retail businesses has an important role in meeting the daily needs of the community. However, high demands on ach

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maintaining customer satisfaction. Supermarket as one of the retail businesses has an important role in meeting the daily needs of the community. However, high demands on achieving sales targets often have the potential to cause pressure for employees. On the other hand, the quality of customer service remains the main factor in maintaining customer loyalty in the midst of increasingly competitive competition. This requires the implementation of balanced performance management, where the focus on quantitative targets remains aligned with improving service quality. The application of performance management at Kurnia Supermarket is interesting to study because it includes productivity evaluation through Key Performance Indicators (KPIs) and a qualitative approach in assessing employee performance. However, challenges such as maintaining a balance between the target number and the quality of service are still problems that need to be overcome.

Kurnia Supermarket in Tanjungpinang City, as one of the retail stores that has an important role in the regional economy, faces the challenge of continuing to improve employee performance in the face of increasingly fierce competition. Therefore, the implementation of effective performance management is necessary to achieve organizational goals, both in terms of achieving sales targets and improving service to customers. Kurnia Supermarket is one of the local retail businesses operating in Tanjungpinang City. Established in 2001, this supermarket initially started as a small business in the form of a simple grocery store that was run by a family. Along with economic development and increasing needs of the community in Tanjungpinang, Kurnia Supermarket has managed to develop into one of the supermarkets that is quite known and trusted by the surrounding community. Armed with a commitment to provide various household needs at affordable prices and good quality, Kurnia Supermarket is able to compete in the midst of the emergence of modern retail on a national scale and franchises. In its journey, the development of the Kurnia Supermarket business cannot be separated from various challenges, especially in the modern era like today. The emergence of modern retail competitors with aggressive marketing strategies and a more structured management system forces Superlayan Kurnia to continue to improve and improve its performance. For this reason, the implementation of effective performance management is a key factor for Swalayan Kurnia in managing its resources, both human and operational.

Performance management aims to ensure that every employee, team, and work unit within a company has clear, measurable, and aligned goals with the company's vision. The implementation of good performance management includes performance planning, measurement of results, performance evaluation, and follow-up in the form of continuous

improvement. This is important for Swalayan Kurnia to be able to increase employee productivity, maintain customer satisfaction, and maintain its competitiveness in the local retail market. This study aims to analyze the implementation of performance management in Kurnia Supermarket, Tanjungpinang City.

2. LITERATURE REVIEW

A. Implementation

Implementation is the act of practicing a theory, method, and other things to achieve certain goals and for an interest desired by a group or group that has been planned and arranged in advance (Rahayu & Sunary, 2022). Implementation is an activity or an action of a plan that is made in detail to achieve a goal. Implementation has begun to be carried out even if all planning has been considered perfect. Implementation according to theory (Rosdianti, 2013) that: "Those Activities directed toward putting a program into effect". So implementation is an action that is carried out after a policy is established. Implementation is a way for a policy to achieve its goals (With Tody Teguh Roha, 2014)

The definition of implementation according to (Riyadi & Huseini, 2019) in his book entitled *The Context of Implementation* explains the implementation as follows: "Implementation boils down to the activity, action, action, or mechanism of a system. Implementation is not just an activity, but a planned activity and to achieve the objectives of the activity" Implementation, as previously defined, includes not only actions but also carefully planned activities that are carried out with seriousness, based on well-prepared references. Therefore, the implementation is not independent of the next entity, namely the program execution, but is influenced by the program execution (Bulawa, 2012).

According to Rosdianti (2013), implementation is the process of implementing actions to achieve the goals that have been set in a decision. The purpose of this activity is to turn these choices into actionable patterns and to seek significant or minor adjustments based on previous determinations. Post-implementation action considerations are basically part of the implementation process (Riyadi & Huseini, 2019).

According to Lister (Tody Teguh Rohaga, 2014), implementation can be interpreted as tangible results that show the extent to which a designed program is able to meet expectations. Grindle (Rosdianti, 2013) stated that implementation is an administrative process that includes actions at a certain program level. Horn (Elviana, 2023) defines implementation as a series of actions taken by individuals or organizations, regardless of their public or private status, directed to achieve the goals that have been set in a certain policy. In

line with this, Ekawati (Elviana, 2023) added that implementation includes systematic actions carried out continuously by private or public groups to realize a series of goals that have been set in previous policies.

Gordon (Rosdianti, 2013) refers to implementation as various activities directed to realize the program that has been designed, while Widodo (Kakerissa et al., 2020) defines it as the provision of the necessary means to implement the policy, which can then produce certain impacts or effects. From these various views, it can be concluded that implementation is a process that is designed in a structured manner and carried out with a specific purpose. This process focuses on systematic and organized planning so that its implementation can run effectively and efficiently, so that common goals can be achieved.

B. Performance Management

In performance management, building connections and maintaining effective communication is essential. The idea of performance management focuses on the essential elements necessary for the success of the organization, leaders, and personnel. Work management is concerned with monitoring performance to achieve achievements, (Wibowo, 2016) Performance management focuses on achieving better outcomes from individuals, teams, and organizations within a mutually accepted framework for setting goals, objectives, and standards. (Wibowo, 2016). Performance is defined as the level of success achieved in the execution of tasks and the ability to meet predetermined goals (Wibowo, 2016) Judging from the sound of the sentence, performance management indicates the initiative, activity, or program implemented by the organization's executives to strategize, supervise, and control employee performance (Lutwama et al., 2013). Given that this program includes the term "management", it is very important that all actions in the "management process" occur, starting with the setting of goals and objectives, followed by the stages of plan formulation, organizing, mobilizing or directing, and ending with the evaluation of results. In their book "Performance Management," Stabler, Bevan, and Robertson describe performance management as a systematic approach to improving the performance of organizations and teams to achieve business goals (Strebler, Bevan and Roberstson in (Wibowo, 2016).

According to (Wibowo, 2016), Performance management is a management approach that requires performance-oriented resource administration to achieve company goals. This is achieved through the establishment of open and sustainable communication, the formulation of a collective vision, and the implementation of a cohesive strategic approach (Handayani et al., 2023). Considering the perspectives mentioned above, it can be concluded that performance management is a process designed to improve employee performance by

focusing on work processes and fostering open communication between superiors and subordinates to achieve business goals. Performance management is a management approach that emphasizes the formation of relationships and the facilitation of successful communication. Performance management focuses on the aspects that are essential to the success of organizations, managers, and people. Work management is concerned with monitoring performance to achieve achievements, (Wibowo, 2016).

Performance management is a strategy used to improve outcomes from individuals, teams, and organizations within a framework set during the planning phase of goals, objectives, and standards (Rismawati et al., 2023). Performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set by Donnelly, Gibson, and Ivan Cerich in (Setiyoso et al., 2019), judging from the sound of the sentence, Performance management is related to the initiatives, activities, or programs implemented by company executives to plan, direct, and control employee performance. Given that this program includes the term "management", all activities carried out must be part of the "management process", which starts from the setting of goals and objectives, followed by the stages of planning, organizing, directing, and finally evaluating the results (Nursam, 2017).

Stabler, Bevan, and Robertson, as referred to in Wibowo (2016), define performance management as a systematic approach to improving the performance of organizations and teams in achieving strategic business goals. Performance management can be defined as a management approach used to optimize the use of resources through a performance-oriented and continuous communication process, by adopting an integrated strategy to achieve organizational goals (Waal, 2003). This can be examined based on the perspective presented above. Performance planning is intrinsically related to performance management. This is because performance planning will eventually turn into a mandatory activity to achieve certain targets.

Planning can be defined as the process of formulating various options that will be implemented in the future to achieve certain goals. Therefore, because it uses materials that have been prepared extensively, this assessment is prepared systematically and rationally, so that it can be scientifically accounted for. Planning can be defined as the process of developing a series of policies that aim to regulate sustainability in line with the choices that have been set (Simatupang, 2022). Planning can be seen as an effort to integrate a common goal with the available human resources needed to achieve that goal. The planning process does not stop at the first stage, but it must also include the implementation stage. Therefore, all aspects related to policy decisions must be carefully studied, including their feasibility.

Effective planning is defined as any strategy that can be executed and implemented (Jennifer Anne Haley, 2001).

Performance management has basic principles contained in it. The basic principles of performance management according to (Wibowo, 2016) are as follows:

1. Strategic

Strategic performance management is distinguished by its complete approach to performance issues, high urgency, and focus on long-term goals. The formulation of the organization's vision and goals will inspire the formation of its goals. Therefore, performance management uses a comprehensive and integrative strategy, which covers the entire operation of the organization. (Siregar & Nasution, 2023).

2. Holistic

Performance management encompasses all aspects of the process, including goal formulation, planning, execution, feedback, measurement, assessment, review, evaluation, and performance improvement. Performance management is a comprehensive and holistic strategy. (Onsardi, 2019).

3. Integrated

Performance management is a systematic method that describes the interconnectedness between multiple components, including inputs, processes, outputs, and benefits. Thus, performance management is an integrated link, because the components in it are interconnected. (Bayu Mitra A. Kusuma, 2016).

4. Formulation of Objectives

The formulation of goals that the organization wants to achieve is the first stage in the performance management process. At each level of the organization, these goals are further elaborated into the goals under them, including division, department, team, and individual goals. The goals under it are set based on the level of the organization. (Gruman & Saks, 2011).

5. Planning

Performance planning is the procedure of defining organizational goals and objectives, devising an overarching strategy to achieve those goals, and establishing a broad planning hierarchy to align and coordinate activities. Performance planning emphasizes not only the tasks to be accomplished but also the methodology used to achieve them. (Ferreira & Otley, 2009).

6. Feedback

Successful performance management requires continuous feedback. Through feedback, employees can use the expertise and knowledge they have gained to modify the company's goals. The performance planning process can also be evaluated through feedback. (Bulawa, 2012).

7. Pity

The idea of compassion is that managers should understand and empathize with others. The majority of individuals who show a lack of compassion for others also have a lack of compassion for themselves. The sympathy of a manager allows people to move beyond their mistakes and start over. Empathy is an important element in performance improvement because it can foster confidence and motivation. To avoid sympathy, one must refuse to accept an apology. Effective managers let their subordinates face the inherent consequences of their actions at their own pace, facilitating growth and progress. (Waal, 2003).

Based on the above opinions, it can be explained that performance management is a management style in carrying out its workers in managing available resources that are performance-oriented in the continuous communication process by using an integrated approach to achieve organizational goals. Therefore, good performance management management skills are needed so that a goal can be met.

3. METHODS

This study uses a descriptive method with a qualitative approach. Descriptive research aims to describe a phenomenon, event, or situation that is taking place. Meanwhile, the qualitative approach is focused on the process of exploration and deep understanding of social phenomena and problems experienced by humans (Silaen et al., 2021). Data was collected through direct observation and in-depth interviews with three informants consisting of a manager and two employees from the goods arrangement staff and cashier divisions. This study uses a descriptive method with a qualitative approach. Descriptive research aims to describe a phenomenon, event, or situation that is taking place. Meanwhile, the qualitative approach is focused on the process of exploration and deep understanding of social phenomena and problems experienced by humans (Silaen et al., 2021). Data was collected through direct observation and in-depth interviews with three informants consisting of a manager and two employees from the goods arrangement staff and cashier divisions. This data collection method is designed to identify various aspects, including goal setting, achievement of

performance targets, development of human resource competencies, and improvement of customer satisfaction levels. The main source of data comes from the results of interviews and observations of informants, while supporting or secondary data is obtained through literature studies from various references, such as scientific journals, articles, e-books, and other academic publications. The data analysis process is carried out by presenting the findings systematically, so that conclusions that answer the research objectives can be formulated comprehensively. This technique allows researchers to dig deep into information and provide relevant answers to research questions.

4. RESULTS

Based on the results of the research, the Implementation of Performance Management at the Kurnia Supermarket in Tanjungpinang City is the implementation of performance management for every employee at the Kurnia Supermarket which has a positive impact on the company. The implementation has also experienced development, especially from one period to a certain period. This policy is the basic key related to the success of performance management from all levels of Kurnia Supermarket staff which is applied to all human resources contained in it. This process begins with the preparation of a strategic plan that includes the company's vision and mission, which is then broken down into operational goals for each division and individual. Here are some key findings from the study:

Successful Implementation

1. Employee Competency Development: Employee Competency Development Regularly designed training programs allow employees to improve their skills, both in technical and interpersonal terms. Technical training includes mastering more efficient operational tasks, such as inventory management, structuring goods, and using cashier devices. Meanwhile, interpersonal training focuses on developing soft skills, such as communication skills, teamwork, and better customer service. This program provides direct benefits to improving the quality of employee work. Employees who are regularly trained have better readiness to face the demands of work and are able to adapt to changes in the system or technology implemented by the company. In addition, this increase in skills creates a sense of confidence and self-satisfaction among employees, which has an impact on their work motivation. From the company's side, employee competency development ensures that the human resources are able to compete and make optimal contributions. Employees who have high competence tend to be more productive and able to complete tasks more quickly

and accurately. This also supports the company in achieving operational targets and maintaining service quality in the midst of market competition.

- 2. Continuous Monitoring and Evaluation:** The performance monitoring process is carried out regularly to ensure that each individual and team achieves the targets that have been set. Performance monitoring involves measuring work progress based on predetermined key performance indicators (KPIs). These evaluations are carried out through several methods, such as periodic assessments, individual performance reports, regular review meetings between managers and staff, and the use of technology for automated reporting. This monitoring not only focuses on achieving the target numbers but also on improving the quality of employee work. Managers conduct active supervision with a more participatory approach, where employees are given the opportunity to report on progress and obstacles they face. This process helps companies in understanding the operational realities in the field and formulating more effective solutions. This performance evaluation aims to identify the successes that have been achieved as well as areas that still need improvement. With systematic evaluation, companies can provide constructive feedback to employees. This feedback is delivered through individual or group coaching sessions, where employees are given direction and concrete solutions for improving their performance. This creates an environment that supports continuous learning. In addition, this periodic monitoring allows companies to adapt to dynamic operational needs. The data collected from performance evaluations is used as a basis for more strategic policy formulation, such as adjustments to human resource allocation, more targeted training planning, and more equitable workload management. This helps companies optimize employee productivity and avoid the risk of fatigue due to unbalanced workloads. Furthermore, continuous monitoring and evaluation also play a role in detecting low-performing employees. These employees can be given special attention through mentorship programs, such as mentoring and intensive coaching, to help them achieve the expected performance standards. On the other hand, employees who show significant improvement in their performance can be given additional appreciation as a form of motivation. With continuous evaluation, the company is able to create a consistent cycle of improvement. Employees feel supported in achieving their targets, while management can ensure that the company's operations continue to run effectively and efficiently. A culture of transparency, accountability, and active involvement of all parties makes performance monitoring and evaluation an important foundation for achieving long-term success.

3. Motivation and Job Satisfaction: With the existence of awards and recognition for work results, employees feel more valued by the company. Performance-based reward programs, such as the provision of bonuses, incentives, and non-monetary awards (certificates, open appreciations, or rewards), have proven effective in increasing staff motivation across various divisions. Recognition of good performance provides a significant psychological boost for employees to continuously improve their contributions. In addition to awards, job satisfaction is also influenced by a supportive work environment and transparent management policies. When employees feel valued and given opportunities to grow, they tend to have higher loyalty to the company. This can be seen from an internal survey that shows an increase in job satisfaction levels among Kurnia Swalayan employees. High job satisfaction has an impact on increasing employee retention and reducing turnover rates. Motivated employees tend to be more proactive, innovative, and committed to achieving company goals. In addition, high work motivation creates a positive work environment, where collaboration and teamwork spirit can be well built. Furthermore, effective management in providing appreciation and growth opportunities helps create a balance between employee productivity and well-being. Programs such as "Employee of the Month," self-development training, and annual appreciation sessions play an important role in maintaining employee enthusiasm and dedication.

Challenges Faced by Kurnia Supermarket

1. **Lack of Resources** One of the main obstacles in the implementation of performance management at Kurnia Supermarket is the limited number of staff. This condition affects management's ability to achieve more ambitious targets. Certain divisions, such as goods structuring, often lack adequate manpower.
2. **Socialization Obstacles** Not all employees understand the goals and benefits of performance management due to a lack of socialization from management. Some employees feel that this system is too burdensome without understanding how it can help their career development.
3. **Resistance to Change:** Some employees have expressed discomfort with performance appraisal systems that are considered too demanding. This resistance occurs due to a lack of understanding of the evaluation mechanism and its long-term benefits.

Performance Management Implications

The implementation of performance management at Kurnia Supermarket has several important implications for human resource management and business sustainability, including:

1. **Increased Productivity** With a structured system, employees better understand their responsibilities and can work more efficiently. This increase in productivity also has a positive impact on overall operational results.
2. **Data-Based Decision Making** The performance data collected provides valuable insights for management in determining strategic policies. For example, this data is used to set more realistic targets and more efficient resource allocation.
3. **Increase Employee Loyalty** A fair and transparent reward system helps increase employee motivation and loyalty to the company. It also creates a more positive and collaborative work culture.

5. DISCUSSION

The performance management process begins with preparing a plan, setting organizational goals, divisions, departments and individuals as a basis for carrying out implementation actions, monitoring the progress and results of implementation, and finally reviewing or reviewing the implementation and progress of the work that has been achieved. Determination of Organization, Divisions and Departments at Kurnia Supermarket. Performance planning is the starting point of the performance management process, the basis for performance planning is organizational strategic planning that sets the main goals of an organization. Swalayan Kurnia has set the company's vision and mission and this has been further elaborated at the level of organizational units. In determining the company's vision and mission, Swalayan Kurnia has defined the organization's goal, which is to become a provider of raw materials that include primary, tertiary, and secondary needs to meet the daily needs of the people of Tanjungpinang City.

Performance management at Kurnia Supermarket is carried out with one of their effective methods, namely monitoring each individual staff on duty. The Independent Performance Assessment at Kurnia Supermarket is carried out by assessing the performance of employees themselves, theoretically it is a useful strategy to increase ownership and acceptance of the performance management process. Understanding employees' perceptions of their own effectiveness will help managers deal with them more effectively. The self-assessment of performance carried out at Kurnia Supermarket is how employees responsibly

fill in the work results that have been achieved into work reports that are carried out regularly per certain period. Some of the obstacles that are often found in the process of self-assessment are that employees do not know the performance standards because often in the preparation of work reports to the leadership they do not set them first, especially for administrative work. Recording work results is also an obstacle in self-assessment of performance, especially for employees. Performance management is the implementation of work programs that are in accordance with work planning. Performance management has many benefits, namely by managing performance between managers and employees to find out their shortcomings and weaknesses, with performance management between managers and employees having mutually beneficial feedback, work can be completed together (teamwork).

Performance management at Kurnia Supermarket has been implemented but is not perfect because the structuring and procurement of goods is still not effective due to the lack of employees and limited space, and not all employees know the performance management itself. The division of assessments based on performance means that every work implementation if the employee is diligent and outstanding is given a reward (award), and if the employee whose performance is not good is given a punishment. The implementation of performance management itself is still running around 75% due to the many obstacles that exist to carry out performance management. The obstacle is that employees often have difficulty exploring their performance abilities because the scope to develop is quite limited. However, in this case, it can be handled properly with the evaluation carried out regularly and periodically by the management of Kurnia Supermarket on its employees. Follow-up on Performance Management at Kurnia Supermarket

Follow-up steps in performance management at Kurnia Supermarket are designed by considering various solutions that are not only feasible to implement but also relevant when compared between the goals and benefits to be achieved. Today, many organizations are trying to integrate performance management with increased human resource productivity. One of the commonly used approaches is to link employee performance with a reward system in the form of remuneration. At Kurnia Supermarket, appreciation in the form of performance allowances has been implemented as a form of follow-up to the results of performance evaluations. Performance appraisal has gradually become an important element in determining employee promotion or mutation policies. This system is used as a reference to improve the status, rank, or class of employees based on their work results. However, for employees who have not reached the performance target, the company has not imposed

certain sanctions or punishments. According to the Manager of Kurnia Supermarket, performance appreciation is given every three months, where the Final Score of Individual Performance is used as the basis for calculating the amount of allowances. Thus, each employee receives different benefits according to their performance achievements. However, the manager also noted that the current allowance calculation needs to be improved. The difference in appreciation scores between employees is still considered too small to provide a significant boost to those who perform better.

This improvement in the reward system is expected to be able to motivate employees to continue to improve their performance, as well as create a competitive and productive work culture. The implementation of performance management at Kurnia Supermarket still focuses on the performance assessment process while the agreement and guidance stages, which are important stages in performance management, have not been carried out. In addition, the management of Swalayan Kurnia in implementing performance management has not been optimal in socializing its employees, based on the results of research on the socialization process of performance management at Swalayan Kurnia which is carried out in stages has not yet been conveyed to all levels of employees, management relies heavily on the HR department as an organizational unit that communicates performance management to employees. The implementation of performance management requires employees in each certain period to fill out a work performance report to the leadership which requires workers to devote more time by filling, assessing, validating and improvising work results to their superiors.

With the implementation of performance management, the performance of each employee will be measurable, this certainly does not provide space for employees who do not have good performance achievements, with the implementation of performance calculation as the basis for bonus payments, there are employees who do not get annual bonuses because the employee does not show good performance. In order for the implementation of performance management at Swalayan Kurnia to run well and have a positive impact on the company, the support from Swalayan Kurnia's top management for the implementation of Performance Management to be carried out consistently is very important. Managers must be role models in the implementation of performance management by setting a good example to employees by fulfilling all the stages required in Kurnia Self-Service Management. The results of employees' work can be seen from the real contributions they make to the company. Good performance is reflected in the extent to which an employee is able to have a positive impact on the company's progress. One of the main factors that affect the quality of employees' work

is the work environment. By providing a comfortable work environment and effective communication, employee productivity can increase, making it easier for companies to achieve their goals.

Some of the important elements that support a conducive work environment include organizational structure, clear job descriptions, and an organized management system. In addition, the existence of facilities such as rest rooms, adequate places of worship, and appropriate working hours can provide additional enthusiasm for employees to work better. Leaders or superiors who pay attention to the needs and comfort of employees will help maximize their potential at work. At Kurnia Supermarket, the work environment provided is adequate to support employee productivity. Previous research (Kakerissa et al., 2020) stated that the work environment has a significant influence on a worker's ability to carry out his or her duties. Factors such as room temperature, ventilation, lighting, cleanliness, and other facilities play an important role. Therefore, companies need to ensure that the work environment is maintained, both for direct and long-term impacts on employee performance.

Research by Gruman and Saks (2011) shows that a comfortable work environment can increase employees' focus and effectiveness in completing their tasks. This is also true at Kurnia Supermarket, where a conducive work environment allows employees to complete their work more efficiently. As part of a retail company, the development of Swalayan Kurnia is highly dependent on the quality of the performance of its employees. When employee performance is good, the company can obtain maximum results, including increased profits. However, challenges remain, such as excessive working hours due to sales targets that have not been achieved. This condition often causes a build-up of workload, reduces morale, and makes employees feel bored. From the interviews conducted, performance management at Kurnia Supermarket is going quite well, although there are still several aspects that need to be improved. This management process involves the implementation of tasks in an organized manner in accordance with the work plan, as well as performance evaluation through the provision of rewards for those who excel and sanctions (punishment) for those who have not reached the expected standards. To improve the success of the implementation of performance management, the management needs to conduct continuous evaluation so that each process can run more optimally and in accordance with the company's goals.

6. CONCLUSION

From the results of the research on the implementation of performance management at Kurnia Supermarket, it can be concluded that the implementation of performance

management at Kurnia Supermarket has been carried out well, but has not received maximum results. Further evaluation is needed regarding the improvisation of the implementation of performance management at the Kurnia Supermarket. Forming a task force with members consisting of various work units between employees with the task of providing more detailed information is one of the efforts that must be made so that performance management can be better known and understood by all employees of Swalayan Kurnia. Providing punishment when employees do not show good performance after the employee is given coaching/direction by their superiors through the coaching and conselling process, as well as reducing the value when one of the stages in performance management is not fulfilled by the employee. Recalculation of the value calculation in determining the amount of bonus calculation, so that it will be seen that employees who show optimal performance and employees who do not make any contribution to the company. Requiring all employees to keep a diary as a basis that must be attached in improvising themselves as a form of implementation of performance management at Kurnia Supermarket. Review performance indicators to be conducted at least once a year and involve employees from various divisions to measure their performance levels both inside and outside of work. In addition, environmental factors also affect the quality of performance of all ranks of Kurnia Supermarket. The work environment at Kurnia Supermarket from the results of interviews conducted by the researcher has been said to be quite good and can support the comfort and safety of the work of its employees. Thus, it can be concluded that the implementation of employee performance management has been implemented and can be said to be quite good. However, it is also very open if the management wants to innovate and improvise related to performance management in order to improve the quality and motivation of employees within the scope of Kurnia Supermarket as best as possible.

7. LIMITATION

This research also has limitations that only cover the scope of Kurnia Supermarket in Tanjungpinang City. The things discussed in the study are in accordance with the title, background, and purpose of this study, which is to analyze the implementation of performance management at Kurnia Supermarket. The research informants we took were based on facts and data disclosed by 1 manager and 2 employees at Kurnia Supermarket. This may also have an effect on the results of the research and discussion we described. The data presented in the form of discussion refers to what happens when the field study is carried out. The credibility of the research in this case can be accounted for, because it is in accordance

with the facts that occurred at Kurnia Supermarket, especially related to the implementation of performance management. Thus for the research we conduct, if it can be useful for the community and contribute to research that will be carried out in the future, especially in research with relevant themes.

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