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Strategy to Improve the Quality of Employee Performance in Greater Makassar Parking Area Companies

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ABSTRACT

This study aims to determine the strategy to improve employee performance in the Greater Makassar Parking Regional Company. This research is qualitative descriptive; therefore, to achieve the research objectives, data collection techniques were used, namely observation/observation, interviews, and documentation with three informants, namely the Head of the General Section, the Head of the Finance Section, and the Head of the Management Section. The results of this study show that the strengths that can be used to improve employee performance are Human Resources (HR) which includes employee characteristics such as loyalty or loyalty in work so that they can know the duties of each employee, employee integrity, and innovations carried out by employees to continue to issue innovative ideas. Weaknesses in improving employee performance are age factors that will affect the performance of technology and coordination with related stakeholders, and there can be miscommunication between fellow employees, including in the cashier/finance department, who usually have different views and wills. The opportunity to improve employee performance is a reward. The intended reward or award is to give greetings to employees, such as enthusiasm and motivation for work. Other rewards or awards are in the form of promotions from contract employees to permanent employees, accompanied by operational costs, and there is no threat to the improvement of employee work at the Makassar City Parking Regional Company.

Keywords: Employees; Performance; Strategy; Quality

INTRODUCTION

An office is a place used to carry out work processes that are carried out regularly to achieve the goals that have been determined by the relevant institution/agency (Akib et al., 2024; Jamaluddin et al., 2024; Nasrullah et al., 2024; Yusra et al., 2024). The achievement of these goals is influenced mainly by Human Resources (HR) factors. The Human Resources referred to here are office employees (Musdalifah et al., 2024; Rustam et al., 2024; Wahid et al., 2024). Every employee in an institution/agency is required to make a positive contribution through good performance, considering that the good name of the institution or agency depends on the performance of its employees. In carrying out their duties, agencies need employees who have high performance. The concept of performance measurement is one of the measures of employees' ability to exercise their authority (Arhas & Isgunandar, 2024; Niswaty et al., 2022; Rahman et al., 2022; Suprianto et al., 2024). Many things can affect good employee performance, including motivation, employee work discipline, supervision, leadership style, etc.

The results of employee performance can be seen from their performance development (Shobakh & Mursyidah, 2024). Moreover, Muawanah et al. (2022) explained that employee performance results from the activities. Performance arises not only from formal education, but also from work practice in the field. Performance arises from various exercises for operational employees and education for agency management. Operational development and education for agency management aim to improve results effectively. In contrast, technical development seeks to enhance concepts and strategies in planning and developing the

potential of each agency's management. To improve performance, leaders must try to complete their work or the assigned tasks.

Human resources are a very important factor in the management of an agency. This is needed so that agencies can manage their organizations optimally and support the achievement of agency goals. Employees ' satisfactory performance does not occur automatically and instantaneously but requires continuous evaluation. Employee performance is the result or achievement of employee work, which is assessed in terms of quality and quantity based on work standards determined by the organization. Good employee work results or achievements will impact the achievement of organizational goals. Employee performance is closely related to performance appraisal.

Performance appraisals are needed to determine the results or success rate of employees. Because, according to (Aguinis, 2020), through performance appraisals, the results can be used for purposes that include human resource decisions, evaluations, and feedback. The underlying goal of performance appraisal is to improve the performance of individual employees, leading to an improvement in the organization's overall performance (Takeuchi et al., 2022). Positive feedback will show that employees feel valued for their work and can tell them what needs to be improved, so that employees will enhance their performance. Motivation is one of the factors that causes high and low employee performance. Motivation is the drive or will that causes someone to do something. Motivation can act as a driver to direct employees towards their goals.

Low motivation can cause high-quality individuals to perform poorly; vice versa, high motivation can cause mediocre individuals to perform fantastically (DeNisi & Smith, 2014). This shows that motivation can strengthen or weaken the relationship between performance appraisal and employee performance, finding that employee performance has a positive influence on performance appraisal, and motivation has a positive effect on performance appraisal and employee performance. This study will re-examine the impact of performance appraisal on employee performance with motivation as a moderation variable tested previously. The difference between this research and the previous research is that this research was conducted in the manufacturing industry. This study aims to prove the generalization of the results of prior research because there are differences in research samples that can affect the results. The purpose of this study is, first, to find out the influence of performance appraisal on employee performance, and second, to find out the impact of motivation on the relationship between performance appraisal and employee performance.

Based on the results of the initial observation of researchers at the Greater Makassar Parking Regional Company, it was found that one of the indicators of low employee performance at the Greater Makassar Parking Regional Company was employee discipline. Based on the researcher's observations during the Greater Makassar Parking Regional Company internship, employees came to the office a little later than 10.00 am and returned home early at 15.00. Of course, employee discipline will significantly affect their performance, including those in vital divisions/fields such as the head of the field and the finance department. Based on this background, the researcher is interested in conducting a study entitled "Strategies for Improving the Quality of Employee Performance in the Greater Makassar Parking Area Company".

METHODS

This study aims to analyze strategies to improve the quality of employee performance in the Greater Makassar parking area company. Meanwhile, the type of research used is

descriptive research. (Sugiyono, 2022; Suprianto, 2024) Descriptive research is used to determine the value of independent variables, either one or more variables (independent), without making comparisons or connecting one variable to another. This research uses qualitative research because it requires in-depth and detailed data or information, requires observational studies/going directly to the research location to see and identify real obstacles, armed with observation guidelines, interview guidelines, and supported by research documentation, (Jensen & Hand, 2021; Pautz & Rinfret, 2022). In this study, the research informants are the Head of the General Section, the Head of the Finance Section, and the Head of the Management Section. The informants in this study are the escorts considered relevant in providing information or data (Luton, 2015; Seixas et al., 2017). The data collection process uses three methods, namely observation, interview, and documentation (Osifo, 2015). Meanwhile, this study uses data analysis, namely data collection, condensation, presentation, and conclusion drawn/verification (Miles & Huberman, 1994).

RESULT AND DISCUSSION

Employee performance in the Greater Makassar parking area is one of the critical indicators reflecting the efficiency and effectiveness of the company's management in providing services to the public. Parking areas, which function as community mobility domicile services, require employees to have high performance to meet increasingly complex customer needs.

To find out an overview of the strategy to improve the quality of employee performance in the Greater Makassar City Parking Regional Company, the processing and presentation of the data that has been obtained during the research is carried out using observation, interview, and documentation techniques presented in descriptive form by adjusting to the theory put forward by (Garavan, 2007) with indicators of strengths, weaknesses, opportunities, and threats. The description of the data analysis obtained during the research process is as follows:

Strengths

Strength is an ability of the human physical condition that is necessary to improve the achievement of learning movement. Strength is one of the elements of physical condition that is very important in exercise because it can help improve components such as speed, agility, and accuracy. Based on the results of research that has been carried out on the Makassar City Parking Area Company, it is found that the strengths that can be used to improve employee performance are Human Resources (HR) itself which includes employee characteristics such as loyalty or loyalty in work so that they can know the duties of each employee, employee integrity, and innovations carried out by employees to continue to issue innovative ideas. Not only that, but the nature of employee discipline is also one way to improve employee performance. Discipline is essential because it is closely related to the results of work that will affect employee performance as well as the attitude of responsibility carried out by employees, where employees will be accountable for their respective work.

Based on the results of research that has been carried out at the Makassar City Parking Area Company, it was found that the *strength* that can be used to improve employee performance is human resources (HR). This includes employee characteristics such as loyalty to work so that they can understand their primary duties and functions. In addition, employee integrity and the ability to innovate and produce creative ideas are essential to strengthening performance. Not only that, but employee discipline is also one of the key factors in improving performance. Discipline is necessary because it is closely related to the results of work that will affect the performance of individuals and the organization. The attitude of responsibility

shown by employees in accounting for their respective work is also an important indicator in evaluating employee performance.

The results of this study are in line with (Saggaf et al., 2014), which states that the implementation of modern office administration functions in Barombong District, Gowa Regency, shows that the implementation of MITRAL (Managerial, Interpersonal, Technical, Routine, and Analysis) functions has a high category in managerial, interpersonal, routine, and analytical indicators, but is in the low category for technical indicators. This gives an idea that technical functions need to receive more attention, especially in providing technology such as software, internet access, and the availability of human resources that still need improvement. Improving employee performance will automatically increase the quality of human resources (HR), which can produce better performance for the Makassar City Parking Area Company. To realize this, the traits and character that each employee must possess include loyalty in work and the ability to understand and carry out their respective duties (Bajwa et al., 2025; Bombaij & Dekimpe, 2020; Han et al., 2025)

Weaknesses

Weakness itself can be interpreted as weakness or shortcoming. Weakness is a limitation in resources, skills, and abilities that can hinder the adequate performance of an agency or organization (Bass & Bass Bernard, 1985; Garavan, 2007). Weakness is a condition that exists in an organization that includes all factors that are unfavorable or can be detrimental to the organization. The results of the research conducted at the Makassar City Parking Area Company found that weaknesses or weaknesses that are essential factors in improving employee performance are age factors that will affect the use of technology, coordination with stakeholders, miscommunication between fellow employees, including in the cashier/finance department who usually have different views and wills.

The results of the study show several weaknesses or weaknesses that are essential factors in improving employee performance, including: 1) Age factors that affect the ability to use technology; 2) Lack of coordination with stakeholders, which causes miscommunication between fellow employees, including in the cashier or finance department who usually have different views and abilities. This is in line with research conducted by (Takeuchi et al., 2022), which states that in addition to internal factors in the form of strengths in the Binjai City Regional Civil Service Agency, various weaknesses have been successfully identified from the respondents' answers.

The weaknesses that hinder the performance of the Binjai City Regional Civil Service Agency employees are as follows: 1) The low quality of human resources of the Binjai City BKD apparatus in terms of formal education, most of them have a high school education; 2) Limited operational funds compared to the increasingly heavy workload. The APBD's support for BKD significantly affects the professionalism of the apparatus which is getting higher; 3) The evaluation of the performance of BKD apparatus, especially in the field of training, has not been carried out efficiently and effectively due to limitations in comprehensiveness; 4) In carrying out training activities, there has been no cooperation with relevant agencies in preparing training modules that run well; 5) The lecture hall dormitory building is still not perfect, so it needs to improve the quality and quantity.

Human resources (HR) in this case are employees who are the centralization (center) of policy implementation. However, several weaknesses can hinder the process of improving employee performance, such as different employee age factors, which will affect the use of technology; lack of coordination with stakeholders; As well as miscommunication between

fellow employees, including in the cashier/finance department, who usually have different views and abilities. The provision and training of the workforce is not as easy as imagined, according to the research conducted by Daraba et al. (2018), which states that efforts to provide a skilled workforce certainly require a strategy in meeting the needs of an office. Likewise, in the labor office, there are still shortcomings in labor recruitment, such as a lack of analysis of the needs of employees with unique skills. So, when recruiting workers, mistakes often occur. As a result, employees doing the assigned tasks experience difficulties from every problem they face. Furthermore, there is also a workforce training system that does not meet expectations because the skills provided do not meet the needs of the field or the office. Therefore, in providing quality human resources, systematic and planned workforce recruitment and training is needed.

Opportunities

SWOT opportunities result from your strengths and weaknesses, along with any external initiatives that will put you in a stronger competitive position. Based on the results of research conducted at the Makassar City Parking Regional Company Office, it was found that the opportunity to improve employee performance is a reward or an award. The intended reward or award is to give greetings to employees, such as enthusiasm and motivation for work. Other rewards or awards are in the form of promotions from contract employees to permanent employees, accompanied by operational costs. The provision of rewards or awards has been regulated based on the Standard Operating Procedure (SOP), where employees who have performed their best and are loyal will be made permanent employees. This reward is offered periodically, from giving praise or work motivation to getting the highest reward, namely a change in employee status.

The results of this study align with the findings (Jamaluddin et al., 2017), which show that the performance of employees at the South Sulawesi Provincial Government Education Office is in the outstanding category. This finding is supported by four leading indicators: 1) Discipline of service officers; 2) Responsibilities of service officers; 3) The ability of the service officer; and 4) The politeness and friendliness of the officers. Performance quality is demonstrated through good workmanship, the quantity of work completed relatively quickly, and the precise and efficient use of time. This shows that the work can be achieved easily and quickly through good cooperation, so that productivity increases, and time is not wasted.

Opportunities that can be used to improve employee performance include giving rewards or awards to outstanding employees. This award can be in the form of 1) Work motivation given periodically; 2) Praise for good performance; and 3) The highest award is in the form of a change in status from a contract employee to a permanent employee at the Makassar City Parking Regional Company. The provision of rewards or awards has been regulated based on the Procedural Operational Standards (SOP), where employees who show good performance and high loyalty will be prioritized and appointed as permanent employees. This strategy is expected to encourage work morale and increase employee motivation in carrying out their duties and responsibilities.

Threats

Threats in SWOT refer to areas that have the potential to cause problems. Threats differ from weaknesses because they are external and generally out of control. This can include anything from a global pandemic to a changing competitive landscape. Based on the results of research conducted at the Makassar City Parking Regional Company, it was found that there is no threat to improving employee performance because this is related to increasing human resources (HR), which do not have competition from other agencies. In addition, there is an

agreement or contract extension letter, so prospective employees cannot express their feelings of protesting against it. However, what needs to be emphasized in this case is the success of the superior in directing or listening to the orders that the subordinates must carry out. The head of their respective fields punishes employees who are lazy and not optimal in their work with a reprimand. After committing another violation, work and ethical violations will be reprimanded directly by the Head of the Service until a Warning Letter is given to the employee concerned.

The number of illegal parking attendants is an external threat to the Makassar City Parking Area Company. In some public places, such as Indomaret and pharmacies, which should have free parking, some individuals use the opportunity to get additional income. In addition, other threats include sellers or traders who often park their goods on the shoulder of the road, because this can cause congestion, especially in areas with narrow streets. The results of this study are in line with the findings (Bass & Bass Bernard, 1985; Garavan, 2007; Saggaf et al., 2014) which states that the leadership position in the Central Satalwati District Office is in quadrant IV (−1.91–0.90), which indicates that the leadership indicators are very unfavorable. Organizations face various internal threats and weaknesses. Therefore, the right strategy is to take rescue actions so the organization can run optimally.

In improving employee performance, there are no threats, both from the boss and the employees themselves, because all work processes have been well arranged through Standard Operating Procedures (SOP), starting from the initial stage to the end of the work implementation. The heads of their respective fields will reprimand employees who commit violations and do not work optimally. If the violation is repeated, the Head of the Service will give a direct reprimand until the stage of providing a Warning Letter (SP) to the employee concerned. The number of illegal parking attendants is an external threat to the Makassar City Parking Area Company. In some public places, such as Indomaret and pharmacies, that do not charge parking fees, people still take advantage of this opportunity to get additional income unofficially. In addition, another threat comes from street vendors who often park their wares on the road, causing congestion, especially in areas with narrow lanes.

CONCLUSION

Based on the study results, it is concluded that the strength that can be used to improve employee performance is the quality of human resources (HR) itself. This strength includes employee characteristics such as loyalty and commitment to work, allowing them to understand their primary duties and functions. In addition, employee integrity and innovations carried out by individuals in producing creative ideas are the main supporting factors in improving performance. Weaknesses in enhancing employee performance include age factors, which affect the ability to use technology, and coordination with stakeholders, which is still not optimal. This is exacerbated by miscommunication or miscommunication between fellow employees, including in the cashier or finance department, who usually have different views and understandings in carrying out tasks. Opportunities that can be used to improve employee performance include the existence of a reward or reward system. The reward in question includes expressions of appreciation to employees, work motivation, and recognition of good performance. In addition, another opportunity is a promotion from contract employee status to permanent employee, accompanied by operational allowances. No significant threats were found in efforts to improve employee performance at the Makassar City Parking Regional Company. This shows that the performance management system has run quite well and in accordance with the established operational procedures.

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