

## Management Planning and Its Development To Improve The Performance of Company Employees

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### ABSTRACT

**Background:** Management planning in improving employee performance in a company, namely providing training, applying discipline and providing motivation at work

**Aim:** This study aims to find out how management planning in improving employee performance in a company.

**Method:** This research is qualitative research, so the data analysis applied is qualitative. Data collection is the activity of deciphering or collecting all data that has been obtained from the field in the form of observations, interviews and data in the form of certain documents without exception Data presentation, efforts to present data to see the overall picture or certain parts of this research, Data reduction is the process of selecting the focus of attention on simplifying, abstracting, and transforming emerging data and written records in the field Conclusion and verification, that is, an attempt to achieve meaning to the collected data, by looking for patterns, relationships of equations of things that often arise

**Findings:** The implementation of management in improving employee performance in a company is conducting training, applying time in work and providing motivation in the form of rewards and punishments. Evaluation of management planning in improving employee performance runs effectively and efficiently, if this is associated with syariah management then this is in accordance with the three principles of sharia management, namely fairness, trust and accountability as well as communicative.

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### KEYWORDS

Management planning, Performance, Employees

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## INTRODUCTION

One of the determining factors of a company's success is the performance of its employees. Every organization or agency in implementing directed programs is always empowered to achieve company goals. One way is to improve employee performance (Muzakki and Ariyanto 2019). Management is the planning, organization, direction, control, activities of members of an organization, and activities that use all the resources of an organization to achieve predetermined organizational goals (Stoner, Freeman, and Gilbert) (Wahab 2022). Management development or called management development is a program in an organization to encourage managers and prospective managers to develop their skills, knowledge, so that it will increase their responsibilities in an organization. While the definition of performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Suryani and SE 2019). Performance is basically what employees do or don't do so they influence how much they contribute to the agency or organization including the quality service presented. Performance can also be assessed against expected behaviors that must be predetermined in advance.

Management planning is a company's way to improve employee performance so that company goals can be achieved (Nursam 2017). In order for the management to be successful,

the company needs to know the performance goals. Performance goals that define the individual specifically, in projects, processes, routine and core activities for which the employee will be responsible. If the performance goals from within the employee then form a self-strength, and if the environmental situation supports it, the achievement of performance will be easier (Nursam 2017).

Planning in management is a dynamic process because it takes place continuously in an organization. Every management always requires review and maybe even changes in the future, one of the main reasons why this is the case is because of the ever-changing conditions also In other words, management planning is intended for the organization to be a unit capable of displaying high performance because a successful organization is an organization whose level of effectiveness and productivity is getting higher and higher. Only then can its goals and various goals be achieved with satisfactory results.

Various influences of changes that occur due to reforms require companies, both private and government companies, to hold innovative innovations to face the demands of change and strive to formulate policies that are in line with environmental changes A company must be able to formulate the right policies to overcome any changes that will occur. One of the policies that are of concern to management concerns the empowerment of human resources (Yustiana and Almashari 2014).

Human resources are one of the key factors in economic reform, namely how to create quality human resources and have skills and are highly competitive in global competition that we have neglected. Human resources are a very important factor in life activities (Adwiyah 2015). Whether or not an organization or ordinary company is successful depends on human resources High-quality human resources will have a high effect on the success of a company, but the low quality of human resources will have a low effect on the success rate of a company (Adwiyah 2015). In this case, humans as the driving force of a company in building a successful company. They create strategies, goals, create innovations, and achieve company goals.

Employees are essentially one of the elements that become resources in the company This human resource is what carries out daily activities Employees are living organisms that allow the functioning of an organization or company and become an important element in management (Aprilia Risanti 2012). Each individual has a unique personality and differs from one another. Employees who have high morale will improve the life of the organization or company Loyalty and morale can be seen from them feeling happy with their work.

## **Bibliography Review**

### **Management**

The definition of Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Management is a science as well as an art to make others willing and willing to work to achieve goals that have been formulated together, therefore management requires basic concepts of knowledge, the ability to analyze existing situations, conditions, human resources and think of appropriate ways to carry out interrelated activities to achieve goals. In essence, human activity in general is managing to manage here an art is needed, how others need work to achieve common goals (Susan 2019).

### **Management Level**

Top Management/Coorporate : Usually referred to as a Chief Executive Officer (CEO) which consists of several leaders. The CEO has the task and obligation to make various strategic policies for the long term and the nature of his work is more of a managerial task (Herlinda 2017).

Middle Management/Business : Usually referred to as Divisional Manager. This division manager has duties and responsibilities in making tactical planning and execution (Herlinda 2017).

First Line Management/Fungsional : Commonly known as functional manager. The lower management has supervisors and foremen who are in charge of directing operational work to the executor based on the planning made by the top-level managers (Herlinda 2017).

### **Management Activities And Elements**

Scientific Management : Scientific management is a classic approach to management that emphasizes the application of scientific principles, including increased efficiency, performance and productivity through rational analysis of the components of production. Taylor describes scientific management as "the use of the scientific method to determine the best way to get a job done"(Waring 2016).

Human Relations Management and Approach : This approach emphasizes individual and group attitudes and behavioral processes, and recognizes the importance of behavioral processes within the organization or in the workplace. This approach to human relations was first developed by Munsterberg 1863-1916, who is recognized as the father of industrial psychology. The first book he wrote was Psychology and Industrial Efficiency.

Quantitative Management : Quantitative Management / Operations Research / Quantitative Methods is the application of scientific methods to problems that arise in the direction and management of a large system in humans, machines, raw materials, or capital in an industry, business, government, or defense.

Management with a System Approach : As a management approach, 'systems' includes both general and specialized systems and both closed and open analysis. The general systems approach to management can be attributed to the concepts of formal and technical, philosophical and socio-psychological organization. Meanwhile, the analysis of specific management systems covers areas such as organizational structure, job design, accounting, information systems, and planning and supervision mechanisms.

Management with a Contingency Approach : The contingency approach is a way of applying concepts from various management streams in real-life situations. This contingency approach is the answer to the problems faced in corporate practice, where there are often methods that are very effective in one situation but will not work well in other situations. The contingency approach is developed by various business actors in various fields of expertise, such as: managers, consultants and researchers(Waring 2016).

### **Management Development**

The development of management science can be classified into 4 stages, namely :(Kamal 2020)

Survival Stage (1886-1930). The year 1886 was the birth year of management science which was marked by the birth of the scientific management movement pioneered by Frederick Winslow Taylor.

Consolidation and Refinement (1930-1945). At this stage it is the effort of the pioneers of management to perfect the principles, formulas, systematics, methods, and others of management, so that their correctness can be accounted for.

Human Relations Stage (1945-1959). After management science is recognized for its correctness and accepted as a branch of science, the next attention of experts is on the human factor and its relationship and all its problems for the implementation of activities that must be carried out in a humanitarian atmosphere.

Stage of Behaviouralism (1959-present). This stage is a time to study the role of the human factor in the context of achieving goals.

### **Performance**

The definition of performance or performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Lengkong, Lengkong, and Taroreh 2019). Performance can be known and measured if an individual or group of employees already has criteria or benchmark success

standards applied by the organization (Gede and Piartini 2018). Therefore, if without the goals and targets set in the measurement, then the performance on a person or the performance of the organization is impossible to know if there is no benchmark for success. According to Robbins in (Massie, Areros, and Rumawas 2018), performance is an optimal achievement in accordance with the potential of an employee is something that is always a concern for organizational leaders. This performance describes the extent of a person's activity in carrying out tasks and striving in achieving the goals set.

## **METHOD**

The methods used in this study are as follows : literature studies. This method is actually commonly done, namely by reading sourcebooks or other written sources of information, either literature available in lectures or available in companies

## **RESULTS AND DISCUSSION**

### **Management planning**

Planning involves defining organizational goals, determining strategies to achieve those goals, and developing plans to integrate and coordinate their work activities Planning relates to the end result (what) and goals (how).

Planning is basically a process to determine at the beginning of the various final results that the company wants to achieve in the future Between planning activities and the final results that are achieved, it is assumed that there is a time lag, where the longer the plan is made, the time lag between planning and the final result to be achieved the greater and the degree of uncertainty of the achievement also increases. Conversely, the shorter the time lag between the planning made and the target results^ to be achieved, the degree of uncertainty of achieving the results will decrease,

Planning is often called the primary management function because it determines the basis for everything else managers do when managing, leading, and controlling Planning involves two important aspects. Objectives and Planning

A goal (goal) is a desired or targeted result. It guides management decisions and forms criteria for measured work results That's why goals are often called the basis of planning. You must know the desired target or outcome before you can determine a plan to achieve it. A plan is a document that defines the framework for how that goal will be met, A plan typically includes the allocation of resources, schedules, and other actions necessary to achieve that goal. When managers do planning, they develop both goals and plans.

Management planning is the process that an organization undertakes to determine management or direction, as well as take decisions to allocate its resources to achieve this strategy. Management planning is a management tool used to manage current conditions to project future conditions, so a strategic plan is a guide that organizations can use from current conditions to their work towards the next 5 to 10 years.

To achieve a management that has been determined by the organization in order to have a competitive advantage, the company's leaders, operations managers, must work in a system that exists in the management planning process.

### **Improves performance**

As has been estimated by (Atkinson 1992) that on average, 10% to 25%, of all employees are poor performers. What, then, needs to be done? Performance improvement as part of a continuous performance management process needs to be applied at the organizational and individual levels.

Improving organizational actions Poor performance may be the result of insufficient leadership, poor management or an effective work system. All of them are perhaps the result of the failure of whoever is at the top of the organization to cultivate well-set and undecided

expectations. As Robert Schaffer (1991) puts it: "Demand-making capacity may be a managerial skill that is overall underdeveloped."

Performance management is more than just about providing support and understanding. If this is done excessively in accordance with the 1960s model of human relations of managers as loving father figures, understanding and support, expectations and performance need not be low. Managers, as Schaffer states, sometimes use various psychological mechanisms to avoid unpleasant truths so that performance gaps appear. These mechanisms include:

Circumvention by means of rationalization. Managers may run away from the demands of better performance by convincing themselves that they have done all they can to bring out hope. They ignore the possibility of achieving greater results from the available resources. When they are expected to truly trust employees when they state that they are already heavily burdened, they may engage in their own extra work. Or they may move to extreme positions and suppress workers with arbitrary demands, without being accompanied by the specifics of the requirements and deadlines for results.

Trust in the procedure. Management may believe in various procedures, programs and systems to get better results. Top managers stated, "Such is wages-based performance, or performance management or whatever it is" and sat down while waiting for a panacea to commit cheating, which of course they would not do unless they were part of a continuous effort guided from above, and based on a vision of the need for what needs to be done to improve performance

Serangen that surpasses the target. Managers may set firm goals and they insist that they can be achieved, while still failing to generate accountability for their subordinates.

### **Steps to improve performance**

Every company must often do many ways to improve the performance of its employees, which aims to increase the company's work productivity, because a company can develop and advance, of course, not only due to capital factors and a strong business strategy, but also great Human Resources (HR). In this case, HR means employees or workers. Here are some steps to improve employee performance : a) Transparent Performance Appraisal System; b). Fulfill Employee Rights; c). Reward Dan Punishment c. Reward And Punishment; d). Career Path; e). Training and Training; f). Establishing Familiarity.

### **CONCLUSION**

Based on the analysis of the discussion and the results of the study, the research can conclude as follows:

Strategic planning in improving the performance of employees of PT Makassar Raya Motor Parepare Branch, namely that every employee must always be included in various trainings, both held by the company (in-house training) and outside (principal). In addition, the company also applies discipline in work. Finally, leaders motivate employees to improve their performance at work.

Implementation of management in improving employee performance in a company, namely each employee is included in various trainings held by the company in house training) and outside (principal). In applying discipline, the company requires every employee to enter the work on time The motivation given by the leadership to employees in order to improve their performance at work is to let employees work based on targets that boil down to rewards and punishments. The reward given by the leadership is in the form of money while the punishment given is in the form of a one-month suspension.

Evaluation of strategies in improving employee performance, namely overall employees perform well because after attending training, the application of discipline and the provision of rewards and punishments can improve employee performance in working in the Company. In addition, this is in accordance with sharia management because it refers to the rules on discipline in entering working hours must be on time, provide an example to all employees,

create a conducive work atmosphere full of kinship between employees and improve employee welfare or salary and provide motivation to employees.

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