

Analysis of Employee Performance Levels in the Commercial Operation Unit of PT. Angkasa Pura 1 I Gusti Ngurah Rai Airport Branch Office

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Abstract

In a company, there are several factors that can make the company achieve its goals, one of which is human resources (HR), namely employees. Good quality human resources will have a good impact on the company and can encourage the company to move for the better. PT Angkasa Pura 1 (Persero) is a State-Owned Enterprise (BUMN) company which operates in the airport services business. Based on data, the total average absence for the last 6 months was 4.37%. Because it exceeds 3%, it is categorized as high. This means that the higher the level of employee absenteeism, the lower the level of employee performance. So, the aim of this research is to determine the level of employee performance and efforts to improve employee performance in the Commercial Operation Unit of PT. Angkasa Pura 1 I Gusti Ngurah Rai Airport Branch Office. The limitation of this research is only to determine the level of employee performance and efforts to improve employee performance. The analytical method used is a qualitative descriptive data analysis method. Qualitative descriptive analysis can take the form of observations, interviews, or questionnaires. The results of the research are an analysis of employee performance levels at the Commercial Operation Unit of PT Angkasa Pura 1 I Gusti Ngurah Rai Airport Branch Office seen from the five indicators, namely work quantity, work quality, timeliness, work discipline and ability, showing that the employee's performance level can be said to be very good, with a percentage of between 80%-100%. The indicator that has the highest percentage value of employee performance level is quality of 92%, while the indicator that has the lowest percentage value of employee performance is attendance of 89.50%.

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1. INTRODUCTION

Entering the era of free trade, human resources have become very important for companies to be able to compete globally. In a company, there are many factors that can make the company achieve its goals, one of which is human resources (HR). Human resources can be said to be an asset in a company because human resources are what run the wheels of a company's life. Human resources and the company are two things that cannot be separated because HR plays an important role in carrying out company activities.

Human resources must be developed and directed well in order to create competent and qualified human resources for the company's needs. Good quality human resources will also have a good impact on the company and can encourage the company to move for the better. Apart from looking for competent resources, human resources are needed who have loyalty to the company to be able to help achieve company goals. Loyal human resources will have a great sense of responsibility for the tasks assigned to them. With this sense of responsibility, it is hoped that human resources can contribute optimally and have a high level of productivity. Increasing work productivity is only possible by humans. On the other hand, human resources can also be the cause of waste and inefficiency in various forms. The productivity of a company is supported by quality human resources, namely people who have expertise in their fields and are placed in the right place.

Performance is an important part of an organization or company agency. Performance can be interpreted as a description of the level of achievement of the company's organizational targets, objectives, mission and vision as stated in an organization's strategic plan. Employee performance is the real behavior displayed by each person as a work

achievement produced by employees according to their role in a company or organization. Good employee performance is a very important factor in the efforts of a company or organization to increase productivity. The performance of an employee in a company or organization is an individual matter, because each employee has a different level of ability in carrying out their duties.

PT Angkasa Pura I (Persero) is a State-Owned Enterprise (BUMN) company which operates in the airport services business. Apart from that, this company is a large company which certainly has quite a lot of employees and the performance of each employee is different. The Commercial Operation Unit is the unit that handles the operations of outlets at I Gusti Ngurah Rai airport starting from construction until the outlet is ready to sell in the I Gusti Ngurah Rai airport area. Employees at Commercial Operation Unit PT. Angkasa Pura I I Gusti Ngurah Rai Airport Branch Office, totaling 34 people.

Table 1 Number of Commercial Operation Unit Employees

No	Division	Number of employees
1.	Senior Manager	1
2.	Manager	2
3.	Secretary	1
4.	Staff Admin	15
5.	Staff Terminal	15
Amount		34

Source: Unit Commercial Operation

Table 2 Percentage of Commercial Operation Unit Employee Absence

Month	Amount Employee	Percentage Absence
July	34	5,11%
August	33	4,16%
September	34	3,28%
October	34	5,20%
November	33	3,65%
December	32	4,82%
Total Average		4,37%

Source: Unit Commercial Operation (2023)

Based on the table above, the total average absence for the last 6 months was 4.37%. According to Flippo (2000) states that if the absenteeism rate in an agency exceeds 3% then it is categorized as high. This can be a benchmark for the level of employee performance and shows that the higher the level of employee absenteeism, the lower the level of employee performance.

All tasks that have been given in accordance with his responsibilities have been carried out well. However, the lack of rewards given by superiors for employee work results still needs to be improved so that employees are more motivated to improve their

performance. Company leaders should understand what employees need and know what desires make employees satisfied so they can improve their performance. Where employees work diligently, have high enthusiasm and are disciplined and meet the targets desired by the company, these employees should receive rewards in the form of bonuses or promotions from superiors. Therefore, leaders must pay attention to the work of their employees.

Rewards for employees' work achievements are often not appreciated by the company so that employees are less motivated to achieve the targets set by the company. Because if the employees are satisfied with the results of their work, the company itself will benefit. Employees who lack motivation in carrying out their duties and cooperation are not well coordinated so that sometimes problems will occur within the company, as well as a decline in employee performance.

Based on the background above, the researcher is interested in conducting research with the title "**Analysis of Employee Performance Levels in the Commercial Operation Unit of PT Angkasa Pura I I Gusti Ngurah Rai Airport Branch Office**".

2. METHOD

In reviewing employee performance levels at *Unit Commercial Operation* PT. Angkasa Pura 1 I Gusti Ngurah Rai Airport Branch Office, the research method applied is a combination of quantitative and qualitative. The definition of quantitative data according to Sugiyono (2015) is data in the form of numbers or qualitative data in numbers. Quantitative data in this research was obtained using a questionnaire to permanent employees who work at the Commercial Operation Unit of PT Angkasa Pura 1 I Gusti Ngurah Rai Airport Branch Office. Meanwhile, the definition of qualitative data according to Sugiyono (2015) is data in the form of words, schemes and images. In this research, qualitative data is in the form of a description of the research object.

The research objects were employees of the Commercial Operation Unit of PT Angkasa Pura I I Gusti Ngurah Rai Airport Branch Office regarding employee performance levels. The data used is primary data. According to Sugiyono (2018) Primary data is a data source that directly provides data to researchers. Data is collected by the researcher himself directly from the first source or place where the research object is carried out. The data collection techniques used were observation, interviews and questionnaires. The indicators used to measure performance in this research refer to the theory put forward by Robert and John in Muhammad Rizki (2017), stating that there are five indicators in employee performance, namely quantity, quality, accuracy, presence and ability. And the data analysis technique used is descriptive analysis.

The instrument grid used according to Robert and John in Muhammad Rizki (2017) in this research is:

Table 3 Instrument grid for measuring employee performance levels in the Commercial Operation Unit

Variable	Indicator	Sub Indicator	Instrument Items
Performance	Quantity	1. Have standards at work 2. Have skills and abilities 3. Able to do additional tasks	1,2,3
	Quality	1. Have quality at work 2. Have good performance	4,5
	Accuracy	1. Work on time	6,7

		2. Achievement of accurate results	
	Presence	1. Be on time 2. Consistent	8,9
	Ability	1. Competence 2. Work ability 3. Job suitability	10,11,12

Source: Processed Data (2023)

3. RESEARCH RESULT

1) Respondent Characteristics

In this study, the respondents were employees who worked in the Unit *Commercial Operation*. There were 20 respondents who answered the researcher's questionnaire. The respondents' identities requested by the researcher were name, age, gender and position.

a. Respondents Based on Age

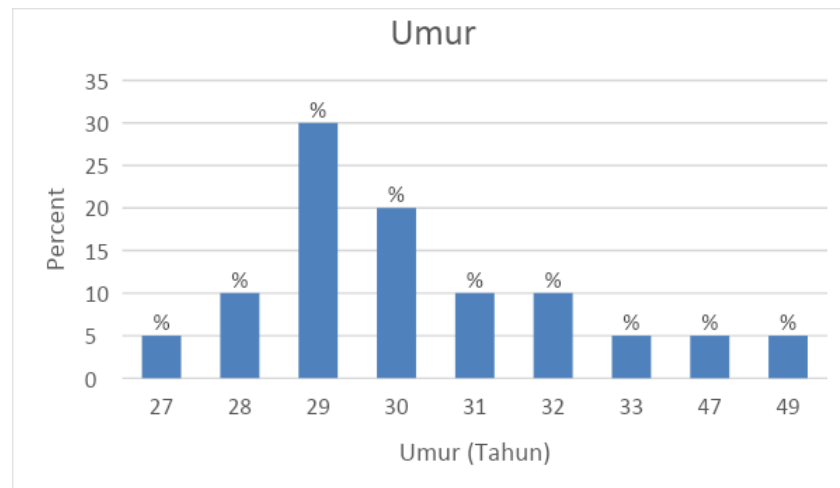


Figure 1 Respondents by Age

Judging from Figure 1 above, it can be seen that 20 respondents (100%) were respondents aged between 27 – 49 years old. The results of collecting and processing data from the questionnaire show that respondents who answered research regarding Employee Performance Analysis at the Commercial Operation Unit of the I Gusti Ngurah Rai Airport Branch Office were aged 27 to 49 years.

b. Respondents Based on Gender

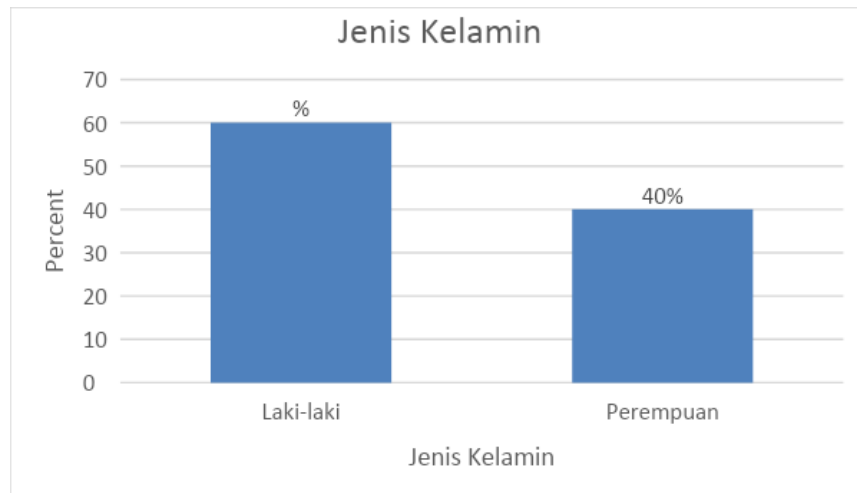


Figure 2 Respondents by Gender

Looking at Figure 2 above, it can be seen that 12 respondents (60%) were male respondents, 8 respondents (40%) were female respondents. The results of collecting and processing data from the questionnaire show that those who answered the research regarding Employee Performance Analysis at the Commercial Operation Unit of the I Gusti Ngurah Rai Airport Branch Office were mostly male.

c. Respondent Based on Department

It can be seen that as many as 20 respondents were respondents who were staff from the unit *Commercial Operation*. The results of data collection and processing from the questionnaire show that the respondents who answered the research regarding Employee Performance Analysis at the Commercial Operation Unit at the I Gusti Ngurah Rai Airport Branch Office were mostly Unit employees. *Commercial Operation*.

2) Employee performance

This research has 1 variable, namely employee performance variables, it has 5 indicators to be able to measure employee performance, namely Quantity, Quality, Accuracy, Presence and Ability. Then, to find out employee performance, we can look at the percentage value according to Arif Naufan (2015).

Table 4 Percentage of Employee Performance Values

Category	Value Percentage
Very good	80 – 100%
Good	60 – 79,99%
Pretty good	40 – 59,99%
Low	20 – 39,99%
Very Low	0 – 19,99%

After distributing the questionnaire to respondents and the results were obtained, namely as follows:

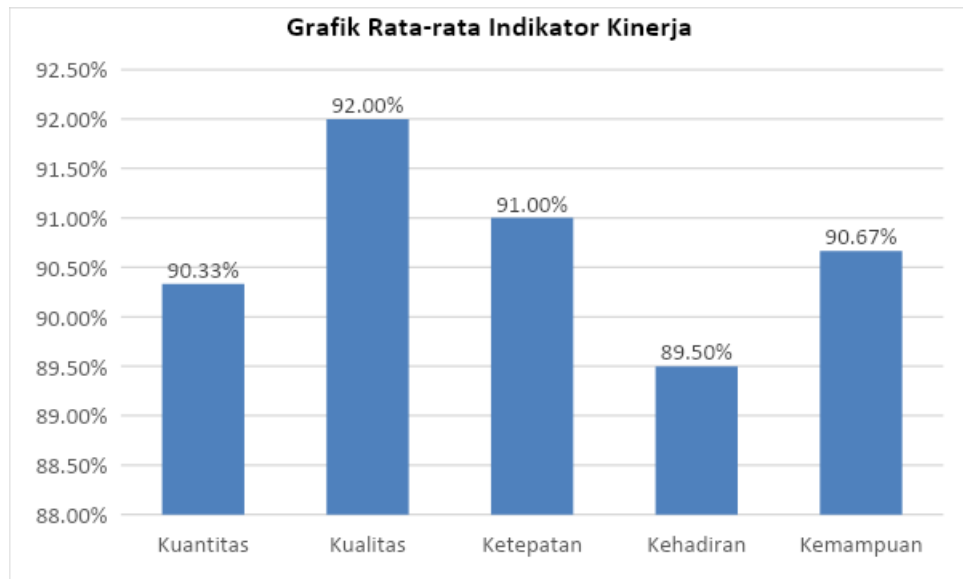


Figure 3 Graph of Average Performance Indicators

Seen in Figure 3, the results of the Employee Performance Level Analysis at the Commercial Operation Unit of PT Angkasa Pura I I Gusti Ngurah Rai Airport Branch Office are seen from the five indicators, namely work quantity, work quality, timeliness, work discipline and ability, showing that the level of employee performance can be achieved. said to be very good. Because the percentage of each indicator has a percentage value of Employee Performance Level between 80%-100%. The indicator that has the highest percentage value of employee performance level is quality of 92%, while the indicator that has the lowest percentage value of employee performance is attendance of 89.50%. In the accuracy indicator, the percentage value of employee performance level is 91%. In the ability indicator, the percentage value of employee performance level is 90.67%. And in the quantity indicator, the percentage value of employee performance level is 90.33%.

3) Efforts to Improve Employee Performance

Data from research results through questionnaire results that have been answered by respondents who are permanent employees and these results are shown to informants so that they can conduct in-depth interviews regarding the efforts made to improve employee performance at the Commercial Operation Unit of PT Angkasa Pura I I Gusti International Airport Branch Office Ngurah Rai.

Based on interviews conducted with informants, the researcher first asked whether discipline such as attendance is an important factor for employees? The informant answered as follows:

"Yes, it is very important because discipline will make the employee appreciate the time in his presence at work"

Then the researchers asked further about whether employees in the Commercial Operations Unit had a good level of discipline? The informant answered as follows?

"Yes, the level of employee discipline in the airport commercial operations unit is currently still very good and management hopes that in the future it can be further improved"

Then the researchers asked again, what factors can usually interfere with employee attendance? The informant answered as follows:

"Factors that usually interfere with employee attendance can be external factors, for example bad weather (rain) so that employees' attendance at

the office is disrupted and internal factors, for example due to office tasks that happen to pile up, causing it to become a burden for employees to come to the office."

Next, the researchers asked, what things usually cause employees' work attendance indicators to be low? Then the informant answered as follows:

"One of the indicators is that when a circular regarding attendance at an event was sent via WAG media, some employees did not respond to the information because the time of the event was too early or the event location was too far away."

Then the researchers asked, what is being done to improve employee attendance? Then the informant answered as follows:

"The solution to ensure employee attendance is good is to invite management from the highest level to set an example of being present at every agenda and in everyday life by arriving on time"

Next, the researcher asked again, are there any sanctions given if employees arrive late? And is there an estimated time of delay given? Then the informant answered as follows:

"The sanction for every delay is definitely a deduction from the attendance fee of IDR 75,000/day and the estimated time of delay is a maximum of 08.10 WITA after which the deduction penalty is imposed as mentioned above"

Then the researchers asked, what if, for example, a Commercial Unit has a low attendance rate and what efforts will be made to increase employee work attendance? Then the informant answered as follows:

"Efforts made if Airport Commercial Operation Unit employees have low attendance levels are to hold meetings with all teams to convey openness to each other regarding the obstacles that cause the low attendance to occur so that solutions can be jointly sought to be agreed upon for the good of all teams"

Efforts that can be made to improve employee performance are very important for a company, because with these efforts' employee performance will increase over time and will greatly influence a company's achievements. In this research, the indicator that has the lowest percentage value of employee performance is attendance. Therefore, there are efforts that can be made by companies to improve employee performance at the attendance level, namely:

1. Developing digital engagement initiatives, this will shift work planning and execution to the platform *online* to help build long-term digital Human Resources (HR) plans, ensuring a strong employee presence.
2. Analyze employee attendance with analytics, this will help them understand and improve performance.
3. Innovatively communicate workplace attendance plans. By using digital methods and integrated platforms, leaders can communicate attendance policies to employees.
4. Rewarding higher attendance with monetary value, management can reward those who maintain perfect or near-perfect attendance, by adding to their monthly salary. This will encourage them to come to the office on time and regularly.
5. Training on attendance management, companies can train department managers to learn various attendance management systems. Most importantly, they must be clearly communicated regarding attendance policies and plans.

6. Empowering employees, employees must express their opinions in the development of a continuous attendance improvement plan. They should feel supported and acknowledged.
7. Increase employee morale and engagement, by providing positive reinforcement to encourage them. If there is a work culture with a very high level of absenteeism, then overall morale will decrease.
8. Give awards and appreciation to employees who perform well. This creates a culture of positive reinforcement and provides incentives for employees to come to work regularly.

4. CONCLUSION

Based on the results of research conducted by researchers at the Commercial Operation Unit of PT Angkasa Pura I I Gusti Ngurah Rai Airport Branch Office, it can be concluded as follows, namely:

1. The research results show that all indicators in the analysis of employee performance levels, namely quantity, quality, accuracy, presence and ability are included in the very good category. With a percentage of employee performance levels between 80% -100%.
2. Efforts that can be made to improve employee performance at the Commercial Operation Unit of PT Angkasa Pura I I Gusti Ngurah Rai Airport Branch Office include providing rewards in accordance with employee performance, providing sanctions or punishments for employees who have violated company regulations, creating an employee welfare program. job training and employee capability development as well as employee discipline regarding the regulations of the Commercial Operation Unit of PT Angkasa Pura I I Gusti Ngurah Rai Airport Branch Office.

Based on the results of the research that has been carried out, there are several suggestions that the researcher conveys and it is hoped that this can be an improvement for the company. The lowest indicator in this study was attendance. Companies should apply more discipline and give warnings to employees who arrive late and give strict sanctions to employees who often arrive late. And also give appreciation to employees who are disciplined in respect of time or existing regulations in the company. Because attendance is also important to improve the performance of each employee. As well as providing more training or team evaluation that can maximize changes and improvements for the progress of the PT Angkasa Pura I Commercial Operation Unit.

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