

Implementation of Performance Management in the Deming Model at Satpol PP Office

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Abstract. *This study aims to describe the implementation of the Deming Model performance management (PDCA cycle) at the Tanjungpinang City Satpol PP office. The type of research used is descriptive research with a qualitative approach, with data obtained through in-depth interviews with Mr. Ray as secretary, and staff involved in daily operations, as well as direct observation. Data analysis uses thematic analysis techniques that include three main steps: data reduction, data presentation, and conclusion drawing. The results showed that the implementation of the PDCA cycle at the Tanjungpinang City Satpol PP office has had a positive impact on improving organizational performance. Through structured stages from planning (Plan), implementation (Do), checking (Check), to corrective action (Act), the Satpol PP Office is able to plan and implement policing programs more effectively and efficiently. However, there are obstacles such as lack of training, budget limitations, and suboptimal coordination between sections. Performance evaluation needs to be improved in terms of more integrated measurement and monitoring. The implications of this study emphasize the importance of coordination and systematic evaluation for continuous improvement.*

Keywords : *Performance Management, Deming Model, PDCA Cycle, Satpol PP Office, Performance Evaluation*

1. INTRODUCTION

Improving the performance of government organizations is crucial in realizing effective and efficient public services, especially in agencies that have direct responsibilities in maintaining order and security, such as the Tanjungpinang Civil Service Police Unit (Satpol PP). Satpol PP has a strategic role in maintaining social stability and enforcing regional regulations (Perda) related to public order, including monitoring legal violations occurring in the community. In this context, the Satpol PP Office is not only responsible for law enforcement but also for creating a conducive situation for the community.

However, in its implementation, the Tanjungpinang Satpol PP Office faces a number of quite complex challenges, such as limited human resources (HR), lack of inter-agency coordination, and suboptimal use of technology to support daily operations. These challenges not only affect the internal performance of the Satpol PP Office but also impact the quality of public services provided. When the performance of an organization is not optimal, the community becomes the most affected party, especially in terms of security and order as basic needs.

Performance management as a set of activities designed to ensure that organizational goals are achieved through managing individual and team performance (DeNisi and Pritchard, 2020). They emphasize the importance of continuous feedback processes, rewards, and skills development as part of an effective performance management system. This approach

emphasizes the importance of collaboration, communication, and strategic human resource management to improve overall organizational performance. In the context of government, the implementation of effective performance management is very important because the public demand for fast, responsive, and quality public services continues to increase.

One approach that can optimize the performance of the Satpol PP is by implementing a performance management system based on the Deming Model, known as the PDCA (Plan-Do-Check-Act) cycle. The Deming Model has proven effective in various sectors, both industrial and governmental, in promoting continuous improvement through ongoing evaluation and adjustment of existing processes. With the PDCA cycle, every step taken can be analyzed, evaluated, and improved according to existing needs and developments.

The implementation of the Deming Model at the Tanjungpinang Satpol PP Office is expected to make a significant contribution to improving the quality of public services to be more responsive and efficient. This model integrates systematic planning, measurable execution, periodic evaluation, and continuous improvement follow-up. This is highly relevant to improving the quality of public services at the Satpol PP Office, especially considering the urgency of enhancing effectiveness and efficiency in law enforcement and monitoring local regulations in the City of Tanjungpinang.

2. LITERATURE REVIEW

Performance Management

Performance management is a series of activities carried out by the organization to ensure that each individual or unit in the organization can achieve the goals and objectives that have been set in an effective and efficient manner. (Dessler, 2017) states that performance management includes four main components: goal setting, performance measurement, feedback, and managing performance results. Goal setting is a very important first step, because clear and measurable goals form the basis for all organizational activities. Furthermore, performance measurement serves to assess the extent to which the results achieved are in accordance with the predetermined objectives. This measurement is carried out through relevant performance indicators, which can be quantitative or qualitative, depending on the type of organization and the objectives to be achieved.

The performance management process focuses not only on the end result, but also on the means to achieve that result, which includes good planning, efficient resource management, and continuous monitoring. (Armstrong, 2014) emphasizes that to achieve optimal performance, organizations must have a system that supports continuous evaluation and

development. This involves objectively assessing individuals and teams and providing constructive feedback for improvement. In good performance management, evaluations are conducted regularly, not just at the end of a period, to identify strengths and weaknesses in task execution. Thus, performance management plays an important role in managing human resources to be more productive, competent, and can provide results in accordance with organizational expectations.

The implementation of performance management in an organization must be tailored to the characteristics of the organization. In the public sector, such as government, performance management focuses more on achieving social goals and quality public services. For example, in government institutions, performance assessment is not only based on the output produced, but also on the processes that lead to the achievement of optimal public service goals. Performance management in this context must pay attention to aspects of transparency, accountability, and fairness in providing assessments, and emphasize team collaboration to achieve maximum results in community service.

Performance Management Model

The performance management model is an approach used to manage and improve performance in an organization. This model provides a systematic framework for organizations to plan, manage, measure, and evaluate performance. There are various performance management models applied in various types of organizations, both public and private sectors. Some known performance management models include the Balanced Scorecard, Six Sigma, and the PDCA (Plan-Do-Check-Act) Model. These models provide different approaches to managing performance, but have in common the goal of achieving organizational effectiveness and efficiency.

The Deming model or PDCA cycle was first introduced by W. Edwards Deming in 1986 and has since become one of the most widely applied quality management models in organizations around the world. The PDCA cycle consists of four main stages: Plan, Do, Check, and Act, which are performed iteratively to create continuous improvement in organizational performance.

1. Plan

At this stage, the organization plans the steps needed to achieve the goals that have been set. This includes analyzing the situation, identifying problems, and developing clear and measurable strategies. Careful planning is essential to ensure that the next steps can be carried out efficiently and effectively.

2. Do

After planning, this stage involves the implementation of the plans that have been drawn up. The organization begins to execute the planned strategy by allocating the required resources. Actions are carried out in accordance with established procedures to achieve the desired goals, with good coordination between the teams or individuals involved.

3. Check

After implementation, the organization needs to evaluate whether the results achieved are in accordance with the goals set. At this stage, monitoring and analysis are carried out to identify shortcomings or problems that arise during the process. This evaluation is important to provide the necessary feedback for further improvement.

4. Act

Based on the evaluation results in the previous stage, corrective and improvement actions are taken. If there are discrepancies or problems, corrective measures are taken to improve the effectiveness of the process and the achievement of goals. This stage also includes adjustments to the planning for the next cycle, ensuring that the organization continues to grow and improve its performance on an ongoing basis.

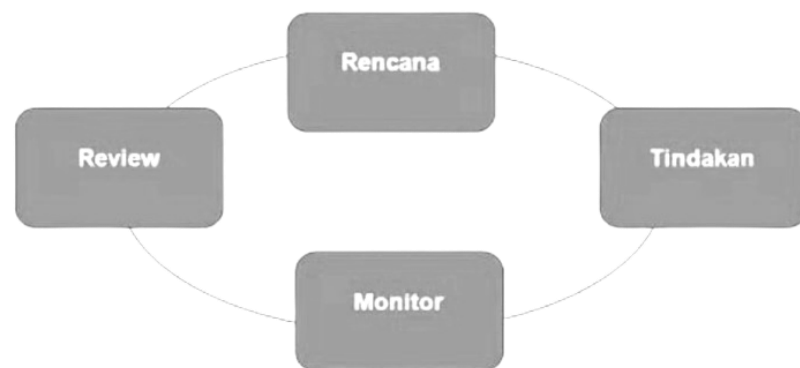


Figure 1 Deming Performance Management Model Cycle

3. METHODS

This research uses a qualitative approach with a descriptive method, aiming to describe in depth the implementation of performance management at the Tanjungpinang Satpol PP Office. This research model is based on the qualitative theory described by (Sugiyono, 2015), which emphasizes the exploration of social phenomena through in-depth understanding and analysis of the perspectives of individuals involved in a particular activity or process. The main focus of this research is the application of the Deming Model (PDCA cycle) in performance management, which is carried out by collecting data through interview techniques and direct

observation in the field. The interview was conducted with Mr. Ray, the secretary of Tanjungpinang Satpol PP Office, who has in-depth insight and experience related to the implementation of performance management in the agency. In addition, interviews were also conducted with a number of relevant staff involved in day-to-day operations to gain a broader perspective on the effectiveness and challenges in implementing the PDCA cycle.

Data collected through interviews and observations were then analyzed using thematic analysis techniques, which included three main steps: data reduction, data presentation, and conclusion drawing. The data reduction process was carried out to filter out relevant and significant information, while the data presentation aimed to organize and visualize the main findings obtained during data collection. Finally, conclusion drawing is conducted to provide a clear and comprehensive picture of the application of the Deming Model in performance management at the Tanjungpinang Satpol PP Office. It is hoped that this research can provide an in-depth insight into the implementation of performance management, as well as its contribution to improving the effectiveness of Satpol PP Tanjungpinang in carrying out its duties and functions.

4. RESULTS

The implementation of performance management at the Tanjungpinang Satpol PP Office is very important in ensuring that the duties and functions of maintaining order and security can be carried out effectively. The Satpol PP Office has the responsibility to address various social issues that can disrupt order in this city, such as regulating street vendors, monitoring night entertainment venues, and handling the circulation of illegal alcoholic beverages. With the continuously evolving challenges, the implementation of an effective and systematic performance management model is essential to support the success in carrying out these tasks. One of the approaches chosen by the Tanjungpinang Satpol PP Office is to use the Deming Model with the PDCA (Plan-Do-Check-Act) cycle. The Deming Model with the PDCA cycle emphasizes continuous improvement, which is highly relevant for facing the ever-changing and challenging dynamics of Satpol PP tasks. Through this approach, the Tanjungpinang Satpol PP Office can focus more on achieving clear objectives while continuously assessing and improving performance. PDCA consists of four main interconnected stages: Plan (planning), Do (execution), Check (evaluation), and Act (tindakan perbaikan). This cycle allows the Satpol PP Office to plan, implement, evaluate, and improve existing programs in a more structured and efficient manner.

The implementation of the Deming Model also provides the Satpol PP Office with the opportunity to be more responsive to existing conditions. In an environment that is often full

of uncertainty, such as regulating street vendors or monitoring entertainment venues, the continuous improvement process through the PDCA cycle is very helpful in ensuring the successful execution of tasks. Thus, this model not only focuses on achieving the final results but also provides opportunities for dynamic improvements and adjustments to strategies to be more effective.

1. The Planning Stage at Satpol PP Tanjungpinang

The implementation of PDCA at the Satpol PP Tanjungpinang is not only aimed at solving current problems but also providing room for long-term improvements. Each stage in the PDCA cycle, from planning to evaluation and improvement, allows the Satpol PP Office to identify shortcomings and formulate more targeted solutions. Thus, performance management through the Deming Model plays a role in creating a more orderly, safe, and comfortable environment for the people of Tanjungpinang. After the data is collected, the Tanjungpinang Satpol PP Office needs to analyze it to determine the priority issues that need to be addressed. Based on this analysis, more focused and evidence-based enforcement programs can be designed. In this case, planning also includes setting clear goals, such as reducing the violation rate in certain areas within a six-month period. Setting measurable goals will facilitate the Satpol PP Office in conducting evaluations at the Check stage later on. In addition, this planning stage also involves the formulation of strategies that will be used to achieve those goals.

Another important aspect in the planning stage is the preparation of the budget and resource allocation. The budget prepared must adequately support the implementation of the program without exceeding the existing budget capacity. The Satpol PP Office needs to ensure that the available budget can be used efficiently, covering operational costs, equipment procurement, officer training, and program supervision. For example, if the enforcement program requires additional operational vehicles, the budget for vehicle procurement and other operational costs must be calculated carefully. Not only that, but the planning must also include a budget for training the officers so that they have adequate competence in carrying out the complex enforcement tasks.

Furthermore, in this Plan stage, there should also be efforts to plan coordination between the Satpol PP and related agencies, such as the police, the Transportation Agency, and the City Government. Inter-agency collaboration is very important, as enforcement activities often involve many parties. For example, when enforcement is carried out in high-traffic areas, the role of the Transportation Agency is crucial in managing traffic to prevent congestion. The police also play an important role in maintaining security during the

enforcement operations. Therefore, the planning stage must involve all relevant parties to ensure the smooth execution.

2. The Do Stage at Satpol PP Tanjungpinang

After the planning stage is complete, the next step is the Do stage, which is the implementation of the plan that has been prepared. At this stage, the Tanjungpinang Satpol PP Office begins implementing the enforcement programs that have been designed. The implementation of the program must be carried out efficiently and in accordance with the procedures agreed upon in the Plan stage. For example, if the regulation of street vendors becomes the main priority, then the Satpol PP officers should start the regulation with a persuasive approach first. If this approach fails, then strict action will be taken in accordance with the applicable regulations. During the implementation, strict supervision is also necessary to ensure that every step taken aligns with the established plan. For example, if the enforcement of street vendors has already begun, the Satpol PP must ensure that the officers in the field follow the existing SOP. If problems or discrepancies occur in the implementation, such as obstacles in carrying out the enforcement, then the Satpol PP must immediately make adjustments or changes to the implementation strategy. This process will affect the success of the program being implemented and can minimize the occurrence of chaos or tension with the community.

Furthermore, the coordination that was planned in the Plan stage must be effectively realized in the Do stage. If the enforcement program involves multiple parties, such as the police for security or the Transportation Department for traffic regulation, then each party must cooperate effectively. The lack of inter-agency coordination can hinder the enforcement process and reduce the desired impact. Therefore, good communication between agencies is very important to ensure that the implemented programs run smoothly and in accordance with the established objectives.

At the Do stage, the Tanjungpinang Satpol PP Office also needs to ensure the efficient use of resources. For example, the operational vehicles used for patrols must be sufficient to cover all areas that require supervision, without disrupting other services. The budget that has been prepared should be used according to needs, prioritizing urgent requirements such as the procurement of equipment and training for officers. Efficient implementation will avoid waste and ensure that resources are used appropriately to achieve optimal results.

3. The Check Stage at Satpol PP Tanjungpinang

After the enforcement program is implemented, the next stage in the PDCA cycle is Check, which is the evaluation of the achieved results. At this stage, the Tanjungpinang Satpol PP Office must evaluate whether the objectives set in the Plan stage have been achieved or not. The evaluation is conducted by comparing the data available after the program's implementation with the previous data. For example, if the initial goal was to reduce the level of violations by street vendors, the evaluation will look at whether there has been a significant decrease in the number of violations in the areas that have been regulated. If the data shows a decrease, then the program is considered successful; however, if not, further analysis is needed to determine the cause of the failure.

In addition, the evaluation also includes measuring the effectiveness of resource use. The Tanjungpinang Satpol PP Office must check whether the allocated budget aligns with the program implementation needs. For example, whether the operational vehicles used are sufficient to cover all the necessary areas, or whether the training provided to the officers has been adequate to improve their competence. Evaluation should also involve an assessment of the time required for program implementation and whether the time used is efficient or not.

Evaluation at the Check stage should not only be based on quantitative data but also involve feedback from the community. One way to obtain feedback is by conducting surveys or receiving direct reports from the community involved in the enforcement process. The community is the party that directly feels the impact of the policies implemented, so their opinions are very important for the improvement of future programs. Evaluation that involves various perspectives will provide a more comprehensive picture of the success or failure of the implemented program.

4. The Act Stage in Satpol PP Tanjungpinang

The final stage in the PDCA cycle is Act. The Act stage in the PDCA (Plan-Do-Check-Act) cycle focuses on continuous improvement based on the evaluation results obtained from the Check stage. If the evaluation results indicate deficiencies or issues that need to be addressed, corrective actions must be implemented immediately. For example, if the street vendor regulation program does not go as expected, the Tanjungpinang Satpol PP will increase the intensity of patrols or improve the enforcement strategy. In addition, if there are complaints from the community regarding the enforcement methods that are less humane or ineffective, the Satpol PP Office will immediately seek solutions to improve the approach, including enhancing communication and coordination with the community.

In addition to corrective measures, continuous improvement at the Act stage also includes enhancing the quality of human resources. (SDM). Training and development of enforcement officers are very important aspects to improve their performance. In facing more complex situations, persuasive communication skills and conflict resolution techniques become key to reducing tension and creating more effective order. Such training will enhance the professionalism of the officers, enabling them to handle various issues in the field more effectively and efficiently.

Not only that, in the Act stage, the Satpol PP also needs to evaluate the resources used, such as operational equipment and vehicles. If deficiencies or outdated equipment are found, corrective actions such as procuring new equipment or more efficient operational vehicles need to be considered. Budget adjustments are also important at this stage, so that the available resources can be utilized optimally. By making improvements in this regard, the Tanjungpinang Satpol PP Office can enhance the quality of its task execution and maintain the smooth operation of field enforcement programs.

5. CONCLUSION

Based on the research results regarding the implementation of performance management at the Tanjungpinang Satpol PP Office using the Deming model (PDCA cycle), it can be concluded that the systematic and continuous application of the PDCA cycle has had a positive impact on the improvement of organizational performance. Through structured stages—from planning (Plan), execution (Do), inspection (Check), to corrective action (Act)—the Satpol PP Office is able to plan and implement enforcement programs more effectively and efficiently. The evaluation conducted at the Check stage provides important feedback for the Satpol PP Office to make improvements at the Act stage, resulting in continuous performance enhancement. The Deming model with the PDCA cycle enables the Tanjungpinang Satpol PP to be more responsive to the challenges and dynamics present in the field. This cycle provides an opportunity to evaluate each step taken and make adjustments so that the implemented programs can be more effective, especially in addressing ongoing issues such as the regulation of street vendors and the supervision of night entertainment venues. In addition, good coordination between agencies and efficient resource use are important factors in the successful implementation of this model.

6. LIMITATION

This research has several limitations that need to be considered. The main focus of the research is only on the Tanjungpinang Satpol PP Office as a case study, so the results obtained may not necessarily be generalized to other agencies with different characteristics. In addition, data collection through documents, interviews, and observations has limitations in representing the situation as a whole, especially if there is bias in respondents or available data. Time constraints in the research process also affected the depth of analysis. In addition, access to certain information needed is sometimes difficult to obtain, which can affect the completeness of the data. With these limitations, the results of this study are expected to serve as a starting point for further research covering a wider range of areas and variables.

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