



Performance Management Cycle Analysis At Teluk Bakau Bay View Seafood Restaurant

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Abstract: *This research aims to analyze the performance management cycle at Seafood Restaurant Teluk Bakau Bay View, Bintan Regency. Using a qualitative research method, data were collected through in-depth interviews and observations. The sample used was purposive sampling with 2 informants, namely the restaurant owner Mr. Gunawan and an employee named Kelvin. The data analysis used is descriptive analysis. The research results show that the management cycle implemented at Seafood Restaurant Teluk Bakau Bay View has been carried out well. This can be seen from the planning that sets goals for the consistency of employee performance. Monitoring is conducted daily in terms of revenue, employee performance, customer feedback, and achievement of sales targets. Employee reviews at Seafood Restaurant Teluk Bakau Bay View are conducted by re-evaluating the results of daily employee performance monitoring, and assessments are made from these monitoring results to determine rewards or sanctions for employees. The awards given to employees are based on the review conducted from the evaluation results, where these awards are in the form of cash bonuses added to the basic salary.*

Keywords: *Cycle, Performance Management, Employee, Restaurant.*

INTRODUCTION

Performance management is a process that involves planning, managing, monitoring, and evaluating to achieve organizational goals efficiently and productively. This process requires cooperation between various parties in the organization to ensure the achievement of common goals. (Masarroh & Anshori, 2024). Performance management has become one of the important aspects in human resource management in an organization. With effective performance management, an organization can direct, assess, and develop the potential of its employees optimally. In the midst of increasingly tight competition and fast market dynamics, it is important for every organization to ensure that its employees perform at a high level and remain motivated. (Management & Widyatama, 2024).

Performance management is an effort or process to achieve the effectiveness of an organization. An organization is said to have effective performance management if tasks are completed accurately, quickly, orderly, and reliably. There are several factors that support the success of an organization in having effective performance management.

Important factors include natural resources, financial resources, human resources, knowledge, and technology.(Meilinda & Sutianingsih, 2024).

The performance management cycle is an essential framework for improving organizational effectiveness through the management of individual and team performance. The process consists of four main stages: planning, in which performance objectives are set and agreed upon; monitoring, which involves overseeing and supporting task execution; evaluation, in which performance outcomes are measured and compared to established objectives; and reward, which provides positive feedback or recognition for accomplishments. Through this cycle, organizations can create a culture of sustainable performance, encourage continuous improvement, and ensure that individual goals are aligned with the organization's strategic objectives.(Tanti Sugiharti, 2022).

The problem-solving plan in this study aims to identify and analyze the employee performance management cycle at Teluk Bakau Bay View Seafood Restaurant. The planned steps include conducting in-depth interviews with the owner and employees to explore their understanding of the performance management cycle that supports job satisfaction, as well as the challenges they face. In addition, this study will analyze the relationship between job performance, service quality, and customer satisfaction, to get a comprehensive picture of the impact of job performance on restaurant performance.

The purpose of this study is to explore the effect of performance on productivity, customer satisfaction, and employee retention, and to provide recommendations for management to create a more supportive and motivating work environment. This study aims to provide deeper insight into the relationship between performance, as well as to develop strategies that can be implemented by management, which in turn is expected to improve the overall performance of the restaurant. Thus, performance is expected to be a strong foundation to drive the growth and sustainability of Teluk Bakau Bay View Seafood Restaurant in the future.

LITERATURE REVIEW

Performance Management Cycle



Figure 1

Understanding the Complete Performance Management Cycle

Source: [sugi priharto September 15, 2022](#)

Planning

Performance Planning Performance planning is part of the performance management process, so that employees work according to targets. Performance planning also aims to ensure that each employee behaves according to standards, and develops their skills and competencies. Another purpose of performance planning is so that managers can provide the support and guidance needed by employees.

Performance management also helps employees achieve planned and agreed results. The results to be achieved in performance management are called Employee Performance Targets (ETP). Performance management focuses on what needs to be done, how, and what needs to be achieved. Performance management also focuses on developing and supporting employee needs to work optimally. The basic reference for performance management is the performance agreement.(Mangar et al., 2021).

The planning management cycle is a systematic and iterative process that aims to achieve organizational goals through proper decision making. This process begins with goal

setting. After that, plan development is carried out by formulating strategic steps to achieve these goals. Finally, the evaluation stage is carried out to review the effectiveness of the plan and make adjustments if necessary. This process ensures that planning remains relevant and adaptive to changes that occur in the organizational environment.(Rahmadani et al., 2019)

Monitoring

Monitoring, in relation to performance management, is an integrated process to ensure that the process is running according to plan. Monitoring can provide information on the continuity of the process to determine steps towards continuous improvement. In practice, monitoring is carried out while a process is in progress.(Nupus, 2020).

Monitoring is an activity carried out by superiors and organizational systems to observe the implementation of organizational activities, which include planning, organizing, implementing, and evaluating in order to achieve goals. In this case, it is certainly important to always consider supporting and inhibiting factors for the program and to anticipate deviations.(Utami et al., 2020).

Review

This review involves an evaluation with a flashback/review of the performance that has been done. After that, an assessment/performance measurement (appraising) is carried out. This stage requires documentation/data records related to the object being evaluated. The evaluator must be objective and neutral to obtain valid evaluation results.(Isti, 2022).

After conducting a performance evaluation, the next step is to review the performance that has been done. This meeting is very important because it provides a formal opportunity for employees to receive feedback on their work results. Performance reviews can be conducted monthly, every 6 months, or at the end of the year.(Rasyada & Idawati, 2021).

Award Presentation

It is a follow-up to the performance appraisal process, namely an activity to provide awards for the performance achieved by employees. At this stage, management provides an assessment to the team and employees. Management must also be able to take appropriate

action against employees who do not meet their goals. The action can be a warning, a fine (if stipulated in the agreement), or even termination of employment. On the other hand, for employees who meet targets or perform well, it is very important to give them fair awards. This action sends a message that the company really appreciates the performance of those who work and achieve results.(Harahap et al., 2024).

Basically, performance management is a series of activities starting from performance planning, performance monitoring/review, performance assessment and follow-up in the form of awards and punishments. The preparation of these activities must be carried out continuously.(Langke, 2022). The performance management cycle is a systematic and structured framework for managing, integrating, and improving employee performance in an organization. According to Blanchard and Garry Ridge as quoted by Wibowo, this cycle consists of three main parts, namely planning, implementation, and evaluation. In the planning stage, managers and employees collaborate to set specific and measurable performance goals. This process is very important because it provides clear direction for employees about what is expected of them and how their achievements will be measured. Thus, effective planning is the basis for achieving the desired results in the performance management cycle.(Astuti, 2020)

After planning, the next stage is implementation. In this phase, employees carry out their duties and responsibilities according to the agreed plan. During this phase, effective communication between managers and employees is essential to provide constructive feedback and necessary support. Performance monitoring is conducted periodically to ensure that employees remain on track in achieving their goals. This allows managers to identify potential problems or obstacles that may arise and take corrective action before these problems escalate further.

The final stage in the performance management cycle is evaluation. At this stage, performance results are evaluated based on previously established indicators. This evaluation not only serves to assess individual achievements but also to identify areas for improvement and development opportunities. Overall, the performance management cycle serves as an important tool in achieving the long-term success of the organization. By implementing this cycle consistently, organizations can ensure that all team members understand their goals and have the necessary support to achieve them. In addition, this cycle also creates a culture of

positive feedback, where open communication between managers and employees becomes the norm. This not only increases employee motivation and engagement but also helps the organization adapt to changing market needs and the business environment.

Employee performance

Human resources are an important factor in an organization or company. In order for management activities to run smoothly, the company must have employees who are knowledgeable and have high skills, and strive to manage the company as optimally as possible so that employee performance increases.(Mittra Candana et al., 2023), According to(Wijaya et al., 2022)Performance is a form of accountability for employee obligations that produce work achievements with good quality and quantity. The results obtained from performance measurement are in the form of reports on achievements that have been made and become a benchmark for employee productivity to improve their performance.

Employee performance reflects the extent to which individuals are able to complete assigned tasks and achieve targets set by the company. This performance is not only about quantitative achievements, but also the quality of the work done. According to Robbins (2018), employee performance is influenced by the abilities and efforts made, as well as a supportive work environment (Almustafa & Ke, 2022). Good performance will help the company achieve its goals, while low performance can hinder the overall growth of the company.

A person's performance or achievement can be measured based on qualitative and quantitative performance. This is in accordance with the responsibilities given to him. In addition to the level of responsibility, performance can also be assessed based on education, initiative, inspiration, and individual work motivation. Their work results provide feedback to managers and themselves, so that they can continue their work proactively and are expected to produce quality work.(Pangestu et al., 2022)

Factors that influence employee performance can be divided into two main categories, namely internal and external factors. Internal factors include individual abilities, motivation, competence, and knowledge. Employee abilities and competences play an important role in determining work results. Individuals with good intellectual abilities, supported by relevant skills, tend to produce higher performance. In addition, motivation is also a key factor. External factors that influence employee performance include leadership style, work climate, and work

systems implemented in the company. Good leadership is able to provide guidance, support, and encouragement for employees to perform better. A positive work climate, such as a comfortable atmosphere, adequate facilities, and harmonious relationships between employees, also plays a role in increasing productivity (Iis et al., 2022).

METHODS

This study uses qualitative research, data is collected through in-depth interviews and observations. The sample used is purposive sampling with 2 informants, namely the owner of the restaurant named Mr. Gunawan and an employee named Kelvin. The data analysis used is descriptive analysis. At the qualitative stage, in-depth interviews were conducted with the business owner and his employees.

The results of this interview provide in-depth insight into the performance management cycle that occurs at Teluk Bakau Bay View Restaurant. And by using sensing to draw conclusions about cause and effect relationships and the meaning of the situation.(Erik Sibarani et al., 2024).

This observation method is the method most often used in various types of science to test the truth.(Ocsis & Sauri, 2024). Purposive sampling intentionally enables the important task of generating new knowledge through the process of comparison and contrast. Because one cannot assume knowledge of the range of variation, a literary approach to sampling and re-sampling for theoretical saturation may be necessary (Miles and Huberman, 1994). Therefore, although the authors suggest that theoretical sampling is a distinct form of sampling, other purposive sampling options may also facilitate the achievement of this saturation.(Denieffe, 2020).

Descriptive research is the collection of data to test a hypothesis or answer questions about the current status of the research subject, which is a factual research method about the current status of a group of people, an object, a situation, a system of thought or an event. with correct interpretation.(adiputra, 2022)

RESULTS

Performance Management Cycle

Planning to set goals in improving employee performance consistency at Teluk Bakau Bay View Seafood Restaurant can be done by formulating a strategy that includes several important aspects. First, setting clear and measurable performance standards, such as targeted sales quantity and good service quality provided to customers, as well as employee attendance who must arrive on time. Second, implementing a fair reward and warning system to encourage work motivation and discipline, where rewards are given to employees who achieve targets, while corrective actions are applied to those who do not meet expectations. Third, training such as serving customers, cooking, checking stock inventory and regular employee development to improve their skills and knowledge in serving customers. Finally, it is important to create a positive work environment with open communication between management and employees, so that each individual feels appreciated and motivated to contribute maximally to common goals.

Monitoring is done daily, the owner will analyze the previous day's revenue report to identify trends and opportunities for improvement. Employee performance will be evaluated through direct observation and assessment based on established service standards, as well as through a peer assessment system. Customer feedback will be actively collected through surveys, which will be used to improve the dining experience. In addition, sales target achievement will be compared daily, allowing the team to make quick strategy adjustments if necessary. With this approach, it is hoped that Teluk Bakau Bay View Seafood Restaurant can continue to improve operational performance and customer satisfaction sustainably.

Employee review at Teluk Bakau Bay View Seafood Restaurant is done by evaluating the results of daily employee performance monitoring, which includes aspects of attendance, discipline, and service quality. Each daily evaluation will produce an objective assessment, which is then used as a basis for determining awards for employees who excel, such as bonuses or formal recognition, as well as sanctions for those who do not meet the established performance standards. This process aims to encourage consistency and continuous improvement in employee performance, as well as create a more productive and responsive work environment to customer needs. With this approach, it is hoped that each employee can understand the existing expectations and be motivated to achieve the best results in their duties.

The awards given to employees at Teluk Bakau Bay View Seafood Restaurant are based on the results of routine performance reviews, where this evaluation includes aspects of attendance, service quality, and contribution to the team. The award is in the form of a cash bonus added to the employee's basic salary, as a form of appreciation for the achievements that have been achieved. This system not only aims to motivate employees to continue to improve their performance, but also to create a sense of justice and recognition of the efforts that have been made. With clear and measurable awards, it is hoped that employees will feel more appreciated and motivated to give their best in their work.

CONCLUSION

Research on the performance management cycle at Teluk Bakau Bay View Seafood Restaurant revealed that the implementation of performance management has been carried out well, as seen from the careful planning and consistent monitoring of employee performance. The qualitative research method used, through in-depth interviews with the owner and employees, as well as direct observation, provides deep insight into how the performance management cycle functions in practice. In this study, performance planning is intended to set clear and measurable goals, while daily monitoring includes evaluation of revenue, individual performance, customer feedback, and achievement of sales targets. Reviews of performance results are carried out routinely to determine rewards or sanctions for employees, where rewards are given in the form of cash bonuses as additional motivation for those who achieve or exceed targets.

This study emphasizes the importance of effective communication between managers and employees throughout the performance management cycle. This creates a work environment that supports individual and team growth, and increases employee engagement and motivation. By implementing the performance management cycle consistently, Teluk Bakau Bay View Seafood Restaurant is not only able to improve productivity and service quality but also adapt to changing market needs. Recommendations from this study include developing further strategies to improve job satisfaction and employee retention, as well as improving service quality which will ultimately have a positive impact on customer satisfaction and the sustainability of the restaurant business.

LIMITATION

The advice that can be given to the owner of Teluk Bakau Bay View Seafood Restaurant is to continue to improve the performance management cycle that has been implemented more systematically and structured. The owner can consider developing a continuous training program for employees, so that they can improve the skills and competencies needed to carry out daily tasks. In addition, it is important to strengthen communication between managers and employees, so that feedback on performance can be given routinely and constructively. By creating a supportive work environment, where employees feel appreciated and motivated, the owner can improve productivity and the quality of service offered by the restaurant.

In addition, owners are also advised to conduct periodic evaluations of the existing reward system, ensuring that the rewards given to employees are in accordance with their achievements and contributions. This will not only motivate employees to work better, but also create a positive work culture. Given the importance of customer satisfaction in the restaurant industry, owners need to pay attention to customer feedback and use the information to make continuous improvements. By integrating employee and customer feedback into the performance management cycle, Teluk Bakau Bay View Seafood Restaurant can achieve better sustainability and growth in the future.

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