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## MANAGEMENT PLANNING AND ITS DEVELOPMENT TO IMPROVE COMPANY EMPLOYEE PERFORMANCE

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### KEYWORDS

employee, management planning, performance.

### ABSTRACT

This study aims to determine how management planning improves employee performance in a company. This research is qualitative, so the data analysis applied is qualitative. Data collection is an activity to describe or collect all data obtained from the field through observations, interviews, and data in certain documents. Management planning in improving employee performance in a company, namely providing training, applying discipline, and providing motivation at work. Management implementation in improving employee performance in a company is conducting training, applying time discipline in work, and providing motivation through rewards and punishments. Evaluating management planning to improve employee performance is effective and efficient. If this is related to sharia management, then this follows the three principles of sharia management: justice, trust, and responsibility, and communicatives.

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## INTRODUCTION

One of the determinants of the company's success is the performance of its employees, every organisation or agency in implementing programs that are always directed to be efficient in achieving company goals. One way is to improve employee performance. Management is planning, organising, directing, and controlling, the activities of organisational members and activities that use all organisational resources to achieve predetermined organisational goals (Hanafi, 2015) (Lester, 2021). Management development, or management development, is a program to encourage managers and prospective managers to develop their skills and knowledge to increase their organisational responsibilities (Suryani & SE, 2019). While the notion of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Yamanie & Syaharuddin, 2017). Performance is what employees do or do not do, affecting how much they contribute to the agency or organisation, including the quality of services provided (Panjaitan, 2018). Performance can also be assessed against expected behaviour which must be determined beforehand.

Management planning is a way for companies to improve employee performance so that company goals can be achieved (Dipang, 2013). For the management to be successful, the company needs to know the performance targets. Performance targets define specific individuals in projects, processes, routines, and core activities that will be the responsibility of employees (Ariyanto, 2020). Suppose the performance target is from within the employee. In that case, it forms a self-strength, and if the environmental situation supports it, the achievement of performance will be easier.

Planning in management is a dynamic process because it takes place continuously in an organisation (ROMY et al., 2022). Every management always requires review and maybe even changes in the future, one of the main reasons this is the case is because conditions are constantly changing (Suratno, nd). In other words, management planning is intended so that the organisation becomes a unit that can display high performance. A successful organisation is an organisation whose level of effectiveness and productivity is getting higher and higher (Cahyono & Pribadiyono, 2017). Only then can the goals and objectives be achieved with satisfactory results.

The various effects of changes due to reforms require private and government companies to innovate to face change demands and seek to develop policies that align with environmental changes. A company must be able to formulate appropriate policies to cope with any changes that will occur. One of the policies managements is concerned about is empowering human resources.

Human resources are one of the critical factors in economic reform, namely how to create qualified and skilled human resources and have high competitiveness in global competition that we have been ignoring. Human resources are a critical factor in life activities. The success or failure of an organisation or company usually depends on human resources (Syafuruddin et al., 2022). High-quality human resources will have a high impact on the success of a company. However, low-quality human resources will have a low impact on the success level of a company. In this case, humans are the driving force of a company in building a successful company. They create strategies, and goals, create innovations and achieve company goals.

Employees are one of the elements that become resources in the company. These human resources carry out daily activities (Adamy, 2016). Employees are living organisms that enable the functioning of an organisation or company and become an essential element in management (Pratiwi et al., 2022). Everyone has a unique personality and is different from one another. Employees with high morale will improve the life of the organisation or company. Loyalty and morale can be seen from them feeling happy with their work (Samsung, 2017).

## **METHOD**

The method used in this research is as follows: Literature study; this method is generally done by reading source books or other written sources of information, both literature available in lectures or companies, to find various theories and ideas which can then be formulated following the research objectives. The literature review in this study is used to obtain conclusions regarding management planning and its development to improve the performance of company employees.

## **RESULT AND DISCUSSION**

### **1. Management Planning**

Planning involves defining organisational goals, determining strategies to achieve them, and developing plans to integrate and coordinate their work activities. Planning deals with results (what) and goals (how). Planning is a process to determine the different results the company wants to achieve in the future. Between planning activities and the results to be achieved, it is assumed that there is a time lag, where the more extended the plan is made, the more time lag between planning and the final results to be achieved, and the degree of uncertainty of achievement also increases. On the other hand, the shorter the time lag between the plans made and the target results to be achieved, the degree of uncertainty in achieving the results will decrease. Planning is often called the primary management function because it sets the basis for everything managers to do when managing, leading, and controlling. Planning involves two essential aspects of Purpose and Planning (Silalahi

et al., 2020). A goal (goal) is a desired outcome or target. It guides management decisions and forms the criteria against which work results are measured. That is why objectives are often called the basis of planning. You must know the target or desired outcome before defining a plan. A plan is a document that outlines how that goal will be met. A plan usually includes the allocation of resources, a schedule, and other actions needed to achieve that goal. When managers plan, they develop both goals and plans.

Management planning is a process carried out by an organisation to determine management or direction and make decisions to allocate its resources to achieve this strategy (Wijoyo, 2021). Management planning is a management tool used to manage current conditions to project conditions in the future. The strategic plan is a guide organisation can use from current conditions to work towards the next 5 to 10 years (Hidayat & Syam, 2020). To achieve management that the organisation has determined to have a competitive advantage, the company's leaders and operations managers must work within a system in the management planning process.

## 2. Improve The Performance

As has been estimated by Philip Atkinson (1992) that on average, 10% to 25% of all employees are perpetrators of poor performance (Fathmawati, 2014). Then, what needs to be done? Performance improvement as part of a continuous performance management process must be implemented at the organisational and individual levels.

Improving performance-action at the organisational level may result from poor leadership, poor management, or a defective work system. All of this is probably the result of the failure of whoever is at the organisation's top to cultivate well-defined and unwavering expectations. As Robert Schaffer (1991) puts it: "Demand-making capacity may be an overall underdeveloped managerial skill."

Performance management is about more than just providing support and understanding. If this is done excessively according to the 1960s human relations model of managers as loving, understanding, and supportive father figures, expectations and performance need not be low. As Schaffer points out, managers sometimes use various psychological mechanisms to avoid uncomfortable truths so that performance gaps emerge. These mechanisms include:

a. Avoidance using rationalisation.

Managers may escape the demand for better performance by believing they have done their utmost to generate expectations. They ignore the possibility of achieving more significant results than the available resources. While they are expected to trust employees when they state that they are overburdened, they may get involved in their extra work. Alternatively, they may move to extreme positions and pressure workers with arbitrary demands without any specification of requirements and deadlines for results.

b. Trust in procedures.

Management may believe in various procedures, programs, and systems to get better results., and is based on seeing the need for what needs to be done to improve performance. Top managers declared, "That is performance-based pay, or performance management or whatever," and sat waiting for the panacea for cheating, which they certainly would not do unless they were part of a business that was constantly being guided from above.

c. An attack that exceeds the target.

Managers may set clear goals and insist they are achievable, even if they fail to hold their subordinates accountable.

### **3. Steps to Improve Performance**

Every company must often do many ways to improve the performance of its employee's performance, which aims to increase the company's work productivity, because a company can develop and progress, of course, not only because of capital factors and robust business strategies but also Human Resources (HR). In this case, HR has the meaning of employees or workers. Great one. Here are some steps to improve employee performance (Admin, 2017):

- a. Transparent Performance Appraisal System
- b. Fulfil Employee Rights
- c. Rewards and Punishments
- d. Career path
- e. Training And Training
- f. Making Friendship

### **CONCLUSION**

Based on the analysis of the discussion and the study results, the researcher can conclude: Implementation of management in improving employee performance in a company, namely, every employee is included in various pieces of training held by the company in house training and outside (principal). In applying discipline, the company requires every employee to go to work on time. The motivation given by the leadership to employees is to improve their performance at work; that is, loyal employees work based on targets that lead 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 at the company. In addition, this is following sharia management because it refers to the rules regarding discipline, entering working hours must be on time, setting an example for all employees, creating a conducive working atmosphere full of kinship between employees, and increasing employee welfare or salaries as well as providing motivation to employees.

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