

Implementation Of Deming Model On Tanjungpinang Online Radio

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Abstract : *The purpose of this study is to determine the extent of the implementation of performance management with the deming model at PT. Radio Diva Rubby Swarindo Online Radio. The type of research used is descriptive research with a qualitative approach. This study used a purposive sample of 1 person, one of the staffing staff at Online Radio. Implementation of performance management system at PT. Radio Diva Rubby Swarindo Online Radio involves important elements such as planning, monitoring, communication, awarding, and performance appraisal. Supporting factors such as quality programming and positive interaction with listeners are key to a radio station's success. On the other hand, there are challenges that need to be overcome, including limited human resources, outdated facilities and infrastructure, and limited funding resources. With more effective efforts in implementing a performance management system, it is hoped that this radio station can continue to improve the quality of its broadcasts and satisfy listeners.*

Keywords: *Performance management, Deming Model, PDCA*

INTRODUCTION

The creative industry is an industry that does not exploit natural resources, but what is exploited is the innovative power and inventiveness of the abilities and skills possessed by each individual. The development of a competitive creative industry in Tanjungpinang must be based on the development of skilled human resources, trained to foster knowledge and creativity.

This knowledge and creativity are the main factors of production in the creative industry. To develop the creative industry, there is a learning process needed first which aims to develop one's attitude, knowledge and skills to become more qualified and competent human resources. This is inseparable from the performance management system in the creative industry in order to develop innovation in a sustainable manner.

The implementation of performance management should be viewed as a system that is connected to other parts of the larger system. Bacal (2001: 48) states that "performance management should be linked to strategic planning and business direction, financial budgeting processes, employee development planning and promotion improvement processes such as wages or salaries, rewards and promotions. Maximum profit will be achieved if the company manages the implementation of the entire system and not just part of it.

If the management of work performance is managed properly, it will have a direct impact on the performance of each employee, work unit, and the performance of the entire

company. Therefore, performance management is very important for every company, because performance management aims to manage the process of work performance and the results or achievements of human resources in achieving company goals and strategies. The main purpose of the performance management system is to optimize employee performance, where management must be able to link the tasks and characteristics of employee competencies with the company's strategic goals.

In Tanjungpinang, this activity was carried out with the aim of synchronizing programs and activities and establishing cooperation between the central and local governments. For this reason, this activity needs to be appreciated and implemented and the Tanjungpinang City Government continues to improve facilities and infrastructure to develop creative economic potential. One of the creative industries in Tanjungpinang City is Radio O-Nine 93 FM based in Tanjungpinang, Bintan Island and Batam.

O-Nine 93 FM is a radio station that is quite unique because it only has female staff. This is certainly an attraction to know how the implementation of the performance management system in it. For this reason, the author is interested in discussing how the implementation of the performance management system in the form of planning, monitoring, performance evaluation and rewards to employees at O-Nine93 FM Radio.

The purpose of the research we made was to understand how a good performance management system in Online Radio. In addition, we hope for readers to be able to add broader knowledge about understanding performance management systems from the research we discussed.

LIBRARY SURVEY

Management

The word Management comes from Old French *ménagement*, meaning "the art of running and managing." While in English management comes from the verb "to manage" which in Indonesian can mean to manage, direct, manage, run, foster, and lead. Likewise with administration, the word management also comes from Latin, namely from the origin of the word *mantis* which means hand and agree which means to do.

Management is the process of planning, organizing, directing and supervising the efforts of the members of the organization and the use of other organizational resources in order to achieve the goals of the organization that have been set (James AF Stoner). Management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal.

Performance

Performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented produced over a period of time. More emphatically Amstron and Baron say Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and economic contribution (Amstrong and Baron, 1998: 15). Furthermore (Indra Bastian) stated that performance is a description of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission and vision of the organization contained in the formulation of a strategic scheme (strategic planning) of an organization.

Performance Management

The word Performance Management is a combination of the words management and performance. Management comes from the word to manage which means to manage. According to George R Terry in his book Principles of Management, Management is a process that uses scientific and artistic methods to apply the functions of planning, organizing, directing and controlling the activities of a group of humans equipped with resources / factors of production to achieve predetermined goals, effectively and efficiently. Meanwhile, according to John R Schermerhorn Jr. in his book Management, management is a process that includes planning, organizing, directing and controlling the use of resources owned, both human and material to achieve goals.

Performance management is a process designed to improve the performance of organizations, groups and individuals driven by managers. Basically, performance management is a process that is carried out in synergy between managers, individuals and groups towards a job in the organization. This process is based more on management by objective principles than management by command, although it also includes the need to emphasize high performance expectations through such contracts.

Performance management is a systematic and holistic approach to improve business and team performance in achieving the company's business goals. Performance management is an organizational practice to improve performance according to individual or group targets with the ultimate goal of improving organizational performance. The essence of performance management is the development of individuals with competence and commitment, to work towards the achievement of common goals in the organization.

Model Deming

Deming explained that the performance management process begins with preparing plans, carrying out implementation actions, monitoring the course and results of implementation, and finally reviewing the course of implementation and the progress of work that has been achieved. The results of monitoring and review activities can conclude that progress has been achieved according to plan. However, there can be deviations between the plan and the progress that has been achieved. In such circumstances, it is necessary to take action to improve performance so that the planned goals can be achieved in time. If this is not possible, the step that can be taken is to make adjustments to the plans and goals that have been previously set.

And so on, the performance process will repeat itself through the stages mentioned above. Deming's performance process model is called the Cycle. The PDCA cycle, also known as the Deming cycle, is designed to connect operational activities with customer needs. This cycle aims to integrate all departments within the company, including research, operations design, and marketing, synergistically to meet customer needs (Senoaji et al., 2020). Generally, the PDCA Cycle is used as a tool to test and implement changes to improve the future performance of employees, processes, or systems (Bastuti et al., 2017). The following is the cycle of PDCA

Plan

The planning phase is a critical phase in process improvement, where the goals or objectives to be achieved are clearly defined. In addition, the method to be used to achieve these goals must also be chosen carefully. During the planning stage, it is important to form a process improvement team and provide training to team members. Setting a schedule with a clear deadline is also an integral part of this planning process. In addition, other aspects such as cost allocation and machine usage should also be carefully considered.

Do (Execution)

This step is related to the execution of a pre-planned strategy. This stage plays an important role in completing the work in accordance with the planning that has been made (Jagusiak-Kocik, 2017). The implementation of the plan is carried out in stages, starting with small steps and an even distribution of tasks, according to the capacity and ability of each team member. During the implementation process, control must be strictly maintained, with the aim of ensuring that all plans are carried out optimally to achieve the goals that have been set (Senoaji et al., 2020).

All functional units involved are expected to adhere to the plan that has been drawn up. This implementation covers all aspects of business in an organization, including pre-process, process, and post-process (input-process-output) stages. The availability of resources plays a central role in the successful implementation of this plan. Each functional unit is expected to understand the tasks listed in their job description and have the necessary skills to carry them out. Leaders have responsibility for the performance of their respective units. To ensure the successful implementation of the plan and achieve the standards that have been set, strong commitment and resilience are required. Setting a timeline is also important to help monitor the next process (Muslim & Surusin, 2018).

Check

The evaluation process involves assessing the extent to which implementation is in accordance with the established plan and monitoring the progress of planned improvements. During this stage, it is necessary to analyze the results that have been achieved, in line with the concept explained by Senoaji et al. (2020). The question is whether the second step is in line with the expectations that have been set? If not, we need to identify the cause. There may be aspects that are ignored in the first stage, and if the improvements made still do not meet expectations, then a reapproach may be needed, as suggested by Pratikno & Stevanus Sebayang (2019).

To assess the conformity of the implementation of business processes with established planning and standards, it is necessary to check, monitor, and evaluate actions. Internal audit is a method used to verify the implementation of a quality management system. The purpose of this audit is to supervise and assess whether business processes are running in accordance with standards and in accordance with established plans. Audits can involve in-person checks, interviews, observations, and surveys. The results of monitoring and evaluation become the basis for the next step, namely corrective or follow-up actions, as explained by Muslim & Surusin (2018).

Act

In this step, action is taken based on what has been done before (Loyd & Gholston, 2016). Adjustments are made when deemed necessary and this is based on the results of the analysis that has been submitted above. This adjustment relates to the establishment of new standard procedures to prevent similar problems from arising in the future or setting new goals for further improvement (Senoaji et al., 2020). The results of monitoring and evaluation of the achievement of objectives and the course of

the process are discussed and implemented by top management. If the results are not in accordance with the plan or standards that have been set, or there are still shortcomings, then corrective steps (actions) will be taken to overcome the problem (Muslim & Surusin, 2018).

The application of the PDCA cycle in this context promotes continuous improvement and gains a better understanding of its impact on the duration of the work process. The decision-making process becomes more efficient, and teams and shifts within the team can use the PDCA approach to communicate and plan meetings regarding deviations, improvements, or corrections in workflow. The operations team held workshops to identify potential improvements and gain a deeper understanding of how workflows integrated with PDCA can be presented to the entire team (Lerche et al., 2020).

RESEARCH METHODS

This research was conducted on Radio O-nine. This study used qualitative research methods. Auerbach and Silverstein (Sugiyono, 2020), define qualitative research as a study that analyzes and interprets texts and interview results with the aim of understanding the meaning of a phenomenon. In this study, the types of data used were primary data and skunder data. Primary data is a type of data obtained directly by researchers from the source (Sugiyono, 2022). The primary data in this study came from the researchers' interviews with Radio O-nine Staff (v). The interview will be conducted on Friday, October 10, 2023 at 11.00-13.30 WIB. Secondary data is a type of data that is not obtained directly by investigators from the original source (Sugiyono, 2022). Secondary data from this study came from journals and books that were in accordance with the topic studied. Population is a general scope that includes objects or subjects that have certain qualities and characteristics that have been determined by researchers to be the focus of study, and from there conclusions can be drawn (Sugiyono, 2022). The population in this study was 5 people. Samples are a portion of the total number and traits present in the population (Sugiyono, 2014). The sample in this study was 1 person, namely staff staff at Radio O-nine. The data analysis techniques used in this study are descriptive analysis and triangulation.

RESEARCH RESULTS

Plan

PT. Radio Diva Rubby Swarindo O-nine Radio has its own strategy to improve performance. The performance plan is realized through factor evaluation measures and the conduct of briefings. Effective communication and conflict resolution are the main focuses of this planning. Factor evaluation involves cooperative steps between managers and workers to evaluate relevant factors, while the implementation of briefings is carried out both in groups, teams, and individuals, with the aim of ensuring mutually supportive understanding in the implementation of tasks. In this context, the importance of good communication and conflict handling is the foundation for achieving the success of the performance plan that has been set.

Do (Execution)

In the implementation phase, PT. Radio Diva Rubby Swarindo O-nine Radio carries out the performance plan through two main steps, namely briefing and teamwork. Through the briefing process, managers and team members work together to plan actions over the coming period. Thus, they can measure performance, identify bottlenecks, and ensure mutually supportive understanding in carrying out their tasks.

Furthermore, to ensure smooth day-to-day operations and high quality performance, PT. Radio Diva Rubby Swarindo O-nine Radio implements a monitoring system. This process involves the involvement of a station manager, who is responsible for coordinating all employees to carry out their respective duties in accordance with established standards. With professional station managers, especially in the context of broadcasting, their role becomes very important in managing various related activities.

Through these two steps, PT. Radio Diva Rubby Swarindo O-nine Radio executes the performance plan with a focus on teamwork and implementation of a monitoring system involving the strategic role of the station manager and this approach aims to ensure that daily activities go according to plan and achieve the quality standards desired by the company.

Check

In the examination stage, PT. Radio Diva Rubby Swarindo O-nine Radio runs continuous monitoring to assess the overall quality of performance. This monitoring involves an assessment of various aspects of the work, focusing on the effectiveness and efficiency of task execution. Performance evaluation is carried out systematically through the implementation of briefings or periodic meetings. This evaluation process helps in identifying target achievement, clarifying progress, and evaluating employee contributions to company goals. With this mechanism, PT. Radio Diva Rubby Swarindo O-nine Radio can take the

necessary actions to ensure optimal performance and continuously improve its operational efficiency.

Act

In this stage PT. Radio Diva Rubby Swarindo O-nine Radio implements corrective actions in response to the results of monitoring and evaluation carried out. After conducting a systematic performance evaluation through briefings or meetings, the next step is to identify areas that require improvement or improvement.

These corrective actions may include adjustments to work processes, implementation of solutions to overcome identified bottlenecks, or development of more efficient systems. The management team along with employees is involved in establishing concrete steps to improve performance and increase effectiveness at various levels of the organization.

In addition, as an effort to improve the skills of employees, PT. Radio Diva Rubby Swarindo O-nine Radio implements training and development programs. The training is designed to enhance employees' abilities and knowledge, ensuring that they have the necessary skills to better perform their duties.

Through corrective actions and employee skill development, companies can proactively respond to findings from monitoring and evaluation. This not only helps in improving individual and team performance, but also contributes to the achievement of overall organizational goals.

COVER

PT. Radio Diva Rubby Swarindo O-nine Radio has a structured strategy to improve performance through performance plans that are realized through factor evaluation and briefing. The main focus of the company is on effective communication and conflict resolution at every stage of planning. The implementation of performance management with a deming model at PT. Radio Diva Rubby Swarindo O-nine Radio is in accordance with the existing theory, which has applied *plan, do, check, dan act*. But there are those that have not been run optimally in the section *Plan* namely the existence of challenges or conflicts in the work environment on O-nine Radio. Based on these things that must be corrected by the director of PT. Radio Diva Rubby Swarindo O-nine Radio is by providing direction and input as well as motivation to O-nine Radio employees to create a comfortable work environment.

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