

(Research/Review) Article

Analyzing the Effectiveness of Indomaret Employee Performance Management in Kamal: An Employee Interview-Based Case Study

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Abstract: This study aims to analyze the effectiveness of employee performance management at Indomaret Kamal outlets in Bangkalan city, through a qualitative case study. The research method uses semi-structured interviews with an employee to explore their experiences and perceptions related to various aspects of work, including stock management, work relationships, and job satisfaction. The results of the analysis indicate weaknesses in the stock management system, characterized by inconsistencies between online and physical stock data, and lack of adequate supervision from management. This causes some best-selling products to sometimes run out before the next stock replenishment schedule, causing losses in the form of lost potential sales and customer dissatisfaction. In addition to stock problems, employees are also dissatisfied with management supervision which is considered inadequate, which causes difficulties in carrying out tasks and reduces work motivation. In conclusion, this study highlights the need to improve the stock management system, increase more effective and supportive supervision, and employee training programs to improve the effectiveness of performance management at Indomaret. By implementing these recommendations, it is hoped that the effectiveness of employee performance management at Indomaret Kamal can be increased, which will ultimately have a positive impact on company productivity and customer satisfaction.

Keywords: Human Resources, Village Original Revenue, Village-Owned Enterprises

1. Introduction

Employee performance management is an important factor in the operational success of modern retail companies such as Indomaret. Its effectiveness has a direct impact on employee productivity, motivation, and job satisfaction, which ultimately contributes to increasing the company's profitability and competitiveness. In the highly competitive retail industry, every aspect of operations must be managed well, including how the company manages human resource performance. The company's success in maintaining and improving its competitiveness depends not only on marketing strategies and product innovation, but also on the effectiveness of the performance management system implemented. An effective performance management system covers various aspects, from clear and measurable performance planning, directed and monitored task implementation, fair and objective performance appraisals, to providing feedback and continuous employee competency development. Thorough performance planning allows the company to set realistic targets that are in line with its vision and mission. Directed task implementation ensures that each employee understands their role in achieving organizational goals. Meanwhile, transparent and data-based performance appraisals can reduce subjectivity and increase employee trust in the system implemented. Providing regular feedback is also very important to help employees understand their strengths and areas that need improvement in their work. In addition,

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ongoing training and competency development programs play an important role in improving employee capabilities, which ultimately have a positive impact on company growth. However, the implementation of an optimal performance management system often faces various challenges, such as lack of employee understanding of the company's goals and objectives, unclear roles and responsibilities, minimal support from management, and an ineffective appraisal system and limited career development opportunities. In addition, organizational culture and internal communication factors also play an important role in the success of this system. If communication between management and employees does not run well, then various performance improvement initiatives that are implemented can experience obstacles. In addition, the level of employee satisfaction with the appraisal system and reward mechanisms implemented also need to be monitored periodically to ensure their effectiveness in increasing work motivation and productivity. Therefore, research on the effectiveness of employee performance management at Indomaret outlets is very important to identify potential weaknesses and strengths of the existing system. By understanding the challenges and factors that influence the success of the performance management system, the company can develop a more targeted improvement strategy. The results of this study are expected to provide recommendations for targeted and measurable improvements to improve overall company performance. In addition, the results of this study can also be a basis for companies in designing more effective human resource management policies based on employee needs and the dynamics of the ever-growing retail business. This study uses a qualitative approach with a semi-structured interview method with Indomaret employees to explore their perceptions and experiences related to various aspects of performance management applied in the outlet. By using this method, it is expected to obtain more in-depth data on the various factors that influence the effectiveness of the performance management system. In addition, direct interviews with employees can provide a more comprehensive perspective on the challenges they face every day in carrying out their duties. The results of this study are expected to be the basis for developing more adaptive policies, so that they can improve employee welfare and encourage the company's business growth in the long term.

2. LITERATURE REVIEW

Literature Review is written in the form of flowing paragraphs containing theoretical foundations presented in complete, concise sentences, and truly relevant to the introduction, research objectives. Citations only display the year without pages, for example: Yuwono and Miranto (2012) stated that the greater the third party funds received, the greater the role of banks in channeling these funds to parties lacking funds in the form of financing. Shingjergji (2013) stated that non-performing loans are very dangerous not only for a country's economy but also for the financial system in the world.

3. RESEARCH METHODS

This study uses a qualitative approach with a case study method. Data were collected through semi-structured interviews with an Indomaret employee. Interview questions focused on daily work experiences, including monthly work progress, relationships with coworkers,

job satisfaction, obstacles faced, and experiences in dealing with stock issues. The data obtained were then analyzed thematically to identify the main patterns and themes that emerged. This analysis focused on identifying the strengths and weaknesses of the performance management system in Indomaret based on employee perspectives. This study did not use a population and sample, because it focused on a case study with one employee as the data source. The variables studied were the effectiveness of performance management, which was measured through employee perceptions and experiences related to stock management, work relationships, job satisfaction, obstacles faced, and experiences in overcoming work difficulties. The data obtained were analyzed thematically, where researchers looked for main patterns and themes that emerged from the interview data.

4. RESULTS AND DISCUSSION

The results of this study found several important findings related to the effectiveness of employee performance management at Indomaret outlets in Kamal. Based on the results of an interview with an employee, there are several main problems, including:

1. **Monthly Work Progress and Constraints Encountered** Monthly work progress generally goes according to plan, although there are some constraints, especially in terms of stock management. These constraints not only impact daily store operations, but also have the potential to affect customer satisfaction. Mismatches between the stock recorded in the system and the physical stock in the field often occur. This results in some best-selling products sometimes running out before the next stock replenishment schedule, resulting in losses in the form of lost potential sales and customer dissatisfaction. In addition, this constraint also causes the cash closing and data adjustment process to become more complicated and time-consuming. Efforts that have been made to overcome this problem include increasing the frequency of stock checks, further training for related officers in stock recording, and evaluating the existing stock recording system to find gaps and weaknesses that need to be fixed. However, ongoing and comprehensive efforts are needed to resolve this problem completely. Improving the information technology system, such as the use of a well-integrated point of sale (POS) system, is also considered a long-term solution.
2. **Relationships with Coworkers** Relationships with coworkers at Indomaret can be described as dynamic and diverse. There are some coworkers who have extroverted and sociable personalities, thus creating a pleasant and collaborative work atmosphere. They are active in exchanging information and helping each other in completing tasks. On the other hand, there are also coworkers who tend to be introverted and prefer to work individually. Nevertheless, communication and cooperation between coworkers are still well established. These personality differences do not become a barrier to achieving common goals, namely providing the best service to customers. This diversity of personalities actually enriches team dynamics and encourages the creation of a more inclusive work environment. In the future, it is hoped that there will be more opportunities to increase interaction and build closer relationships between coworkers.
3. **Job Satisfaction and Employee Feedback** Respondents expressed dissatisfaction with management supervision which was considered inadequate. They felt that the lack of

direction and guidance from superiors caused difficulties in carrying out tasks and reduced work motivation. Lack of supervision does not mean the absence of supervision at all, but rather leads to ineffective supervision, lack of constructive feedback, and lack of support from management. Effective supervision should focus on coaching and developing employees, not just on control and action. A more transparent and fair performance evaluation system also needs to be implemented so that every employee feels appreciated and motivated to give their best. In addition, the right incentive system can also encourage increased employee performance.

4. Experience in Facing Work Difficulties and How to Overcome Them Respondents' experiences in facing work difficulties and their solutions (asking for help from seniors) indicate the existence of informal mechanisms in overcoming problems in the workplace. Although asking for help from seniors is an effective solution in certain situations, excessive dependence on seniors can hinder the development of employees' independent problem-solving abilities. Company leaders need to provide more comprehensive training and development, provide opportunities for employees to develop problem-solving skills, and create a work culture that encourages initiative and learning.
5. Problems Related to Stock Management Mismatches in online and physical stock data resulting in minus stock are serious problems that indicate weaknesses in the stock management system. This is not only a matter of data accuracy, but also reflects potential problems in the procurement, storage, and recording of stock processes. Improving the stock management system requires a comprehensive approach, including:
 - 1) Implementation of a more sophisticated and integrated inventory system;
 - 2) Comprehensive training for employees in using the inventory system;
 - 3) Increasing control and supervision of the procurement, storage, and recording of stock processes;
 - 4) Evaluation and improvement of operational procedures related to stock management. This case study reveals several weaknesses in the employee performance management system at the Indomaret outlets studied, especially in terms of stock management and management supervision. These weaknesses have a negative impact on productivity, employee job satisfaction, and potential financial losses for the company. Recommendations provided include improving the stock management system, increasing effective and supportive supervision, and implementing a comprehensive employee training and development program.

5. CONCLUSION AND SUGGESTIONS

From the research results, several major weaknesses were found in the performance management system, especially in terms of stock management and supervision from management. The mismatch between online stock data and physical stock is one of the problems that impacts daily operations and customer satisfaction. In addition, the lack of

supervision and guidance from management causes employees to feel less than clear direction, thus reducing motivation and work effectiveness. However, the working relationship between employees is well established despite differences in individual character. The support from coworkers, especially from senior employees, helps in resolving various obstacles in the workplace. Based on these findings, the study recommends several steps for improvement, namely improving the stock management system by adopting more sophisticated technology and providing training to employees to be more skilled in recording stock. In addition, more effective supervision from management is not only in the form of control but also in providing constructive guidance and feedback. Continuous employee training and development programs are also needed to improve work competence and motivation. By implementing these recommendations, it is hoped that the effectiveness of employee performance management at Indomaret Kamal can be increased, which will ultimately have a positive impact on company productivity and customer satisfaction.

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