Implementation of Performance Management at CV Nuansa Color Tanjung Pinang Branch

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Abstract. *This study aims to analyze and describe the implementation of performance management at CV Nuansa Warna Tanjungpinang Branch. The type of research used is descriptive research with a qualitative approach. Data collection techniques are carried out through observation and in-depth interviews. The sample used in this research is a purposive sample with the informant, SPV, Mr. Riyanto Setiyawan . Data analysis was carried out using triangulation through the steps of reduction, presentation and conclusion. The results of this study found that the implementation of performance at CV Nuansa Warna Tanjungpinang Branch has been implemented quite well. This includes the stages of planning, monitoring, evaluation, and follow-up. However, there are some obstacles, such as CV Nuansa Warna facing unique challenges in implementing performance management, including limited resources, and structured formal systems. Implemented strategies include technical training, KPI implementation, and CRM system development. This study concludes that effective performance management can improve productivity, service quality, and competitiveness of the company, although it requires continuous improvement to face the existing challenges.*

Keywords*: Implementation, Performance Management, Employee Performance, CV Nuansa Warna Tanjungpinang Branch, Reward*

1. INTRODUCTION

One of the important elements in an organization is performance management. In an era of increasingly tight business competition, performance management is the key to the success of an organization. Performance management is a structured process that includes setting targets, measuring results, and evaluating individual and team performance in an organization. The main purpose of performance management is to ensure that every member of the organization can contribute optimally in realizing the company's vision and mission. Organizations are formed with the intention of achieving certain goals, where these achievements reflect the results or achievements of the organization's work and become indicators of the organization's performance or performance according to. Therefore, the core of performance management is a method of managing all organizational activities in order to achieve the goals that have been set.

Performance management is one of the important elements that contribute to the success of a company, including small and medium-sized companies such as CV Nuansa Warna, Tanjungpinang Branch . The implementation of performance management at CV Nuansa Warna, which is engaged in paint distribution, plays a very important role in increasing

the effectiveness and efficiency of the company's operations. As a company that focuses on the distribution of paint for various needs, CV Nuansa Warna must be able to face tight competition in this industry by ensuring that every work process runs optimally. Good performance management allows companies to assess, monitor, and develop employee potential in accordance with the targets and strategies that have been set. Thus, with proper performance management, CV Nuansa Warna, Tanjungpinang Branch can ensure that each team member works in harmony with the company's vision and mission, and is able to adapt to market dynamics.

This study uses a qualitative descriptive approach method, where information is obtained from direct interviews with sources, documentation, and ensuring with literature studies and previous research to deepen the theory and concept of performance management. The specific criteria technique is intended to select appropriate sources so that information analysis can be carried out and draw valid conclusions so as to be able to gain a deeper understanding of the methods used in performance management.

This research study focuses on the implementation of performance management at CV Nuansa Warna, Tanjungpinang Branch as one of the small and medium enterprises (SMEs). In various studies, the focus on performance management tends to be more directed at large organizations, both public and private sectors, with the aim of improving operational efficiency and financial profit. However, research on the implementation of performance management in SMEs, especially in CV-type companies, is still relatively limited. Research shows how the implementation of a performance management system in large companies can improve employee productivity through the use of modern technology and intensive training programs. On the other hand, small and medium enterprises (SMEs), such as CVs, face unique challenges in implementing a performance management system, including limited resources, budgets, and structured formal systems. Although performance management has been recognized as an important tool for achieving organizational goals, there are still few studies that explore in depth how the implementation of this system can be adjusted to the needs and conditions of SMEs. In this context, this study aims to explore the practice of performance management in CVs, focusing on the challenges faced and strategies that can be implemented to ensure the success of the system, despite the limited resources available.

This study aims to identify and explore more deeply the implementation of performance management practices at CV Nuansa Warna and its influence on improving employee performance. This study is expected to fill the gap between performance management theory that is generally applied in large organizations with its practice in small and medium companies

such as CV. In addition, this study aims to contribute to the development of a more effective and efficient performance management system, which is tailored to the needs and challenges faced by CV. Through this study, it is expected to find strategic solutions to improve employee engagement, productivity, and business sustainability, even amidst the limited resources owned by CV.

2. LITERATURE REVIEW

Implementation

Implementation is the process of applying policy ideas, or plans into real actions aimed at achieving certain results. Implementation involves systematically identifying each step and evaluating the success of each change that has been made. This is in accordance with the opinion of (Meirany, Ikhsan, Danianto, & Puspitasari, 2024) which explains that Implementation means identifying each step and evaluating the success of the change. If the improvement is successful, the work whose performance is improved is standardized . If not, the administrator can find the problem and change the previous step.

Employee performance

Performance is the achievement of work results by individuals, which includes aspects of quality and quantity in carrying out their duties and responsibilities. According to (Work, Performance, Di, & Denov, 2022) Employee performance has unique characteristics because each individual has a different level of ability in completing the tasks given. This is influenced by various factors such as skills, experience, motivation, and work environment support. Optimal performance can be achieved if employees are able to utilize their abilities optimally and are supported by effective management. Employee performance in an organization is one of the main indicators of success in achieving company goals. Therefore, regular monitoring and evaluation of performance is needed to increase productivity and realize organizational targets.

Performance is the result or achievement achieved by a person when carrying out their duties and responsibilities in a certain period of time, usually for one year. According to (Issn & Batam, 2022) performance can be interpreted as an individual's ability to complete the work that has been given according to the targets or standards that have been set. Performance shows the level of a person's ability to utilize the skills, knowledge, and attitudes they have to achieve the goals that have been set. In general, performance is influenced by a number of key factors, including motivation, work environment, and individual competence. High motivation can encourage someone to work harder, while a conducive work environment can provide support

for productivity. In addition, the competence or ability of an individual to understand and carry out tasks greatly determines the quality of their work results. Performance measurement is usually carried out to assess the success of individuals in working and to evaluate the extent to which organizational targets have been achieved. This is important for self-development and improvement of work processes, both at the individual and organizational levels as a whole. Thus, performance is not only related to the final result, but also includes work behavior that reflects the dedication and professionalism of individuals in completing their responsibilities.

According to (Fauzi, 2020) , performance, also known as work performance, refers to the results or output produced by a person, either in the form of products or services. This performance is a benchmark for assessing individuals or organizations concerned, reflecting the extent of employee knowledge and understanding of their duties and responsibilities. Essentially, performance is a manifestation of a person's efforts and contributions in carrying out their role within an organizational unit.

According to (Azizah, 2021) , performance is the readiness of individuals or groups to carry out an activity and complete it with full responsibility, so as to produce output that is in accordance with predetermined expectations. According to (Latifah, Agung, & Rinda, 2020) , employee performance is one of the important elements that can be improved when employees understand the expectations of them, the right time to contribute, and the assessment method based on the performance results and behavior demonstrated.

According to (Jufrizen, 2021) , In a company, employee performance is a very valuable asset to support the achievement of desired goals. Therefore, every company routinely monitors the performance of its employees so that they can continue to improve their performance optimally. Effective and efficient employee performance is very much needed by the company, because this will drive the progress of the company as a whole.

According to (Nurhasanah, Jufrizen, & Tupti, 2022) , In a company or organization, performance appraisal is a very important factor. Through this assessment, it can be seen whether there is an increase or decrease in the performance results of individual employees, considering that each employee has a different level of ability in completing their tasks. According to (Haana Asyifa, Elmira Siska, & Natal Indra, 2023) , Performance is the result obtained by an individual or group in an organization, which is in line with their respective authorities and responsibilities, in an effort to achieve organizational goals legally, without violating the law, and in accordance with moral and ethical principles.

For increase performance and productivity organization , involvement employees are very important (Febrian, Rajab, & AR, 2023) . According to (Panjaitan, Sjarifudin, Soehaditama, & Zen, 2023) institutions that have employee with standard best and fast responsive to need organization must committed For increase involvement his employees with company .

Performance is results Work a worker during period certain compared to with various possibility , such as standard , target, goal , or criteria that have been established and agreed previously according to (Rivai, 2020) . (Afandi & Bahri, 2020) say that performance is behavior real shown by each person and shown by performance work produced by employees in accordance with role they in company .

Performance Management

Performance management is an approach applied by managers to manage and direct the achievement of employee work results, so that they are in accordance with the success of the organization and the goals that have been set. According to (Wehelmina et al., 2021) performance management aims to ensure that the efforts made by workers can make a real contribution to the achievement of organizational targets effectively and efficiently. This not only involves providing direction or performance evaluation, but also supports the development of worker capacity and motivation in carrying out their duties. Meanwhile, performance is generally defined as the process of carrying out work that involves a series of activities to achieve success. Performance reflects how work is managed and implemented, so that the desired results can be achieved properly. In this process, various factors such as ability, effort, and work environment determine the success of an individual or team in achieving predetermined targets. Thus, performance management and performance have a close relationship. Performance management acts as a system that guides employees to achieve optimal results, while performance itself reflects the real results of the work process that has been carried out. The combination of the two is very important for the success of the organization in facing challenges and achieving its strategic goals.

According to (Tanti Sugiharti, 2022) Performance management aims to create a work culture that focuses on achieving results. In this culture, each individual is expected to make the best effort to improve their performance and make achieving targets a part of their daily activities. Improvement in individual performance can occur if they clearly understand what is expected of them, receive constructive feedback, and are able to design and implement plans to improve the quality of their work.

(Aswaruddin, Fadilla, Dewi, Putri, & ..., 2023) explains that performance management involves a well-organized cycle. In this cycle, the goals and performance targets of a program are set in advance. Furthermore, managers are given the flexibility to determine how to achieve these targets. Actual performance is then measured and reported, so that the data can be used for important decision making, such as funding allocation, program design improvements, operations, and rewards or punishments. This approach allows organizations to continuously improve their work processes and results. Through the implementation of effective performance management, organizations are expected to not only be able to increase productivity but also create a work environment that supports individual development in a sustainable manner.

Performance Management is a strategic and integrated process that improves the performance of individuals and teams within an organization for sustainable success. (Fahlevi et al., 2023) The performance management process covers various aspects related to how organizations manage and improve employee performance in order to achieve predetermined goals. (Wehelmina et al., 2021) also emphasize the importance of open communication between managers and employees in the performance management process, where the feedback provided can motivate employees to improve or maintain their performance. In this context, information technology also supports the performance management process, especially with the existence of a system that allows for more efficient and accurate performance recording and analysis. Therefore, performance management is not only about measuring results, but also about creating an environment that supports continuous improvement and development for employees.

According to (Moko, Basuki, & Risanto, 2021) , Performance management is a planned process with the aim of improving organizational performance through the development of individual and team performance. This process is considered a method or approach that aims to achieve more optimal work results at the individual, team, and organizational levels.

According to (Harahap, Zuraira, & ..., 2024) , the performance management process is a way for a company to manage its performance in line with the company's strategy, goals, and functions. The main objective of this process is to create a proactive and integrated system, where the company's strategy and operational functions are applied in all business processes, activities, tasks, and individuals. Feedback is obtained through a performance measurement system to support appropriate managerial decision making.

According to (Meilinda & Sutianingsih, 2024) , Performance management is an effort or process that aims to increase the effectiveness of an organization. An agency is said to have effective performance management if tasks can be completed properly, quickly, in a structured, and accurate manner. The success of an agency in achieving effective performance management is influenced by several supporting factors. These factors include natural resources, finance, labor, knowledge, and technology.

3. METHOD

The method used is a qualitative descriptive approach, to determine the implementation of performance management at CV Nuansa Warna Tanjungpinang Branch is by collecting information through in-depth interviews with SPV, Mr. Riyanto Setiyawan. Information is evaluated by analyzing the results of the interview through the steps of reduction, presentation and conclusion. The sampling method applied in this study is purposive sampling, where sources are selected selectively based on their relevance and expertise to the research topic. Data analysis was carried out using a thematic approach through three main stages, namely reduction, presentation, and drawing conclusions. In the reduction stage, relevant information from the interview results regarding performance management at CV Nuansa Warna is selected and filtered. The reduced data is then systematically arranged to facilitate understanding of the expected performance management process. Furthermore, conclusions are drawn to identify research results related to performance management at CV Nuansa Warna. The results of this study are presented descriptively to provide a clear picture of the implementation of performance management that is tailored to the needs and challenges faced.

4. RESULTS

CV Nuansa Warna is a company engaged in paint distribution, in the field CV Nuansa Warna faces challenges in maintaining efficiency, service quality, and competitiveness. Effective implementation of performance management is the key to ensuring that company goals are achieved. The following are the results and discussions regarding the implementation of performance management at CV Nuansa Warna:

1. **Goal Setting**

   Goal setting is the first step in performance management. CV Nuansa Warna sets specific, measurable, realistic, relevant, and time-bound (SMART) goals. The main goals set include increasing monthly sales by 15% in the next 6 months , reducing product return rates by 10% through improved quality control, and increasing customer satisfaction to 90% based on quarterly surveys. Goal setting is done through meetings

between management and department heads to ensure alignment between the company's strategy and the targets of each division. With clear goals, employees have direction and focus on their work.

2. **Implementation**

Implementation involves distribution of responsibilities, provision of resources, and implementation of work plans. For the implementation, CV Nuansa Warna Tanjungpinang Branch formed a special sales team for areas with high potential, then provided technical training to the logistics team to improve delivery accuracy and provide *a* customer management system (Customer *Relationship Management /CRM*) to monitor customer interactions.

3. **Performance Measurement**

Performance measurement is carried out to assess the success of the implementation of the objectives that have been set at CV Nuansa Warna Tanjungpinang Branch . CV nunsa Warna applies a KPI (*Key Performance Indicator*) system determined for each division, such as sales volume, return rate, and customer service response time. Monitoring is carried out weekly using work reports and digital dashboards . The use of objective KPIs provides an accurate picture of employee and division performance. The challenge found was the limited data from the old system, which was overcome by investing in new technology.

4. **Performance Evaluation Dam Improvement**

Evaluation was conducted to identify obstacles and find solutions for CV Nuansa Warna Tanjungpinang Branch . Where the results obtained were that the logistics division succeeded in reducing the average delivery time by 20% and quarterly evaluations showed an increase in the quality of customer service, but the sales target was only achieved by 10% of 15%. The evaluation was conducted by comparing actual results with the targets that had been set. CV Nuansa Warna management identified that the sales challenge lay in the lack of promotion in new areas, so it planned additional marketing campaigns.

5. **Training and Development**

Conduct training needs analysis (*Training) Needs Analysis /TNA*) based on the results of employee performance evaluation at CV Nuansa Warna Tanjungpinang Branch . The main needs identified include technical training to improve logistics capabilities in inventory management and delivery, then soft training skills , namely the development of communication and negotiation skills for sales teams and technology

training for the use of CRM systems and customer data management software . The training program is implemented in three forms, the first *is In- house training* , workshops on the use of CRM technology and sales techniques. Then *On- the - job* training , which is direct guidance in the field by supervisors and external training which involves employees in seminars and training organized by third parties. The duration of the training varies between 1-3 days, depending on the topic. With systematic analysis, training is designed according to the needs of individuals and teams at CV Nuansa Warna. This ensures that the training is not only relevant, but also has a direct impact on work performance at CV Nuansa Warna Tanjungpinang Branch .

6. **Rewards and Punishments**

 reward and punishment system is implemented to increase motivation and ensure responsibility for employees at CV Nuansa Warna Tanjungpinang Branch , where The rewards applied are monthly bonuses for employees who achieve or exceed targets and employees who are not absent for 1 month of work. Then punishment for violations of SOP such as errors in delivery, given written warnings and retraining. Rewards increase team spirit, while fair punishment ensures employees are more careful.

7. **Obstacle**

Obstacles that occur in the implementation of performance management at CV Nuansa Warna Tanjungpinang Branch including the lack of employee understanding of the performance management system, resulting in a lack of employee involvement in achieving targets, and resistance to change, especially in the implementation *of* KPIs (Key *Performance Indicators*) which are considered difficult to achieve. Some employees do not fully understand the concept and objectives of performance management, so they feel that this program only adds to the work program. The misalignment between company targets and employee capacity is also an obstacle at CV Nuansa Warna Tanjungpinang Branch , the targets set by management are often too ambitious compared to the capacity and resources available. Employees feel stressed and burdened which leads to decreased productivity so that work motivation decreases because the targets are considered unrealistic. To overcome this problem, CV Nuansa Warna Tanjungpinang Branch needs to review the targets using the *SMART approach (Specific, Measurable , Achievable , Relevant , Time-bound),* and involve employees in the target setting process to create a sense of ownership of the goals. As well as providing more incentive socialization through training and direct

communication regarding the benefits of performance management for employees and the company. One unexpected result, it turned out to be a *reward* and *punishment system* uneven. *Reward system* and *punishment* is sometimes considered unfair because it is less transparent and consistent. This causes a decrease in employee trust in management and high-performing employees feel unappreciated.

8. Implications, Limitations and Research Opportunities

The impact or implication of the implementation of performance management at CV Nuansa Warna Tanjungpinang Branch provides a structured framework to improve efficiency, service quality and competitiveness. SMART goal setting at CV Nuansa Warna helps employees understand the direction of the company and increases work focus. Then this study can be a reference for studying the implementation of performance management in distribution companies with similar challenges. However, this study is only limited to the Tanjungpinang branch so that the results may not fully reflect the conditions of other branches of CV Naunsa Warna. Then other limitations such as unfairness in the *reward* and *punishment system* reflect a lack of transparency, which can reduce the effectiveness of motivation programs. Therefore, the author supports the improvement of future research, namely:

1. Comparing performance management implementation in other branches or similar companies to understand success and failure factors.
2. Conducting a deeper study on how transparency and consistency in the *reward system* or *punishment* affects employee motivation and confidence.
3. Examines the role of leadership in overcoming employee resistance to change and increasing trust in management.

5. CONCLUSION AND SUGGESTION

Conclusion

The implementation of performance management at CV Nuansa Warna Tanjungpinang Branch shows that a structured approach can improve operational efficiency, service quality and company competitiveness, despite various challenges. The results of the study indicate that SMART goal setting at CV Nuansa Warna Tanjungpinang Branch is to create specific and time-bound goals, so that the company is able to provide clear direction to employees. However, targets that are too ambitious without considering resource capacity are the main obstacles. Then strategies such as the formation of a special sales team, technical logistics training , and the implementation of a *CRM system* make a positive contribution to operational

improvement. The use of KPI (Key *Performance Indicator*) provides an objective performance evaluation, although resistance to change and employee misunderstanding of the benefits of KPI are challenges. In the quarterly evaluation section , it was successful in identifying obstacles, such as lack of promotion in new areas, which were then overcome by planning additional marketing campaigns. In the *reward system* and *punishment* lack of transparency and consistency in implementation creates dissatisfaction among employees.

Overall, despite the challenges and obstacles, the implementation of performance management at CV Nuansa Warna Tanjungpinang Branch has provided a strong foundation for further development. Improvements in transparency, communication and employee engagement are important steps for continued success.

Suggestion

For CV Nuansa Warna Tanjungpinang Branch , the advice that can be given is to adjust business targets with resource capacity such as team capabilities and market conditions. By involving employees in target setting, they will feel more responsible and motivated. Employee understanding of KPIs also needs to be improved through training and interactive discussions so that they see KPIs as a development tool, not a burden. The reward and punishment system must be made more transparent with clear criteria and opportunities to provide input, so that it feels fair to all. In addition, the development of soft Skills such as communication and teamwork are essential to strengthening customer relationships and internal collaboration.

Good internal communication, through regular meetings to hear employee input, will also increase trust and reduce resistance. Regular monitoring and evaluation of progress is key to ensuring that all strategies are running according to plan, and if there are obstacles, they can be resolved immediately. In this way, CV Nuansa Warna Tanjungpinang branch can increase efficiency, employee motivation, and competitiveness in the local market.

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