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Evaluation and Strategy for Improving HR Performance at PT Mestika Nusantara Agrokimia

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Abstract

This research aims to evaluate and improve the performance of human resources (HR) at PT Mestika Nusantara Agrokimia, a manufacturer of herbicide chemicals. The method used was descriptive qualitative through direct observation and distributing questionnaires to five key employees. The results show that low HR performance is caused by unclear division of tasks, unstructured workload, limited work facilities, lack of rewards, and lack of feedback. Work safety conditions are also a concern due to the lack of personal protective equipment (PPE). This study recommends improving work facilities, explaining job descriptions, proper reward systems, and periodic performance evaluations to increase productivity and job satisfaction.

Keywords: HR Performance, Performance Evaluation, Work Facilities, PPE, Productivity

1. Introduction

PT Mestika Nusantara Agrokimia, a company established in 2022, is a company engaged in the chemical industry, more precisely the herbicide drug manufacturing industry. This company is still in the development stage so that in a company there are still many who are lacking in evaluating and improving performance in employees. Therefore I think to find out what is the cause of the lack of human resource performance in the company. Before entering the discussion of the topic above, let us first know about the meaning of performance. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given (Mangkunegara, 2017). The indicators are as follows Productivity: (1) quality of work, (2) accuracy, (3) time efficiency, (4) work discipline [1]. It can be concluded simply, performance is a description of how well a person or group carries out their duties and responsibilities to achieve the goals set by the organization. Good performance will help the company develop and achieve the desired targets. In addition, in every company there must be factors that affect performance, including starting from the company leader, workload and jobdesk, work environment, and operational efficiency. Effective performance management also includes the use of technology to increase efficiency in monitoring, evaluation, and data-based decision making, which ultimately helps organizations achieve long-term and short-term goals optimally [2]

In companies, an improvement is usually needed, namely by evaluating the performance of PT Mestika Nusantara Agrokimia Company. According to research by M. Arif Manurung (2024) performance evaluation also improves communication between superiors and employees, increases job satisfaction, and retains qualified employees in the company [3] observing the lack of evaluation of the performance of human resources so that there are many problems ranging from discipline, ethics, quality, comfort, safety and morale that are felt to be lacking from these problems influenced by factors such as jobdesk given suddenly, irregular workload, giving awards to employees is felt to be lacking, lack of facilities, giving feedback is not done regularly. Human resource (HR) performance evaluation has a very important role in managing and developing employees and achieving organizational goals. According to tsania (2023) performance evaluation not only functions as a tool to assess employee work objectively and measurably, but also as a basis for providing constructive feedback to accelerate employee development as expected [4] Bara Jonathan (2024) added Performance evaluation is also a strategic tool in organizations to identify the strengths and weaknesses of individuals and teams, thereby enabling continuous improvement and innovation to support organizational growth [5].

In a company, safety facilities and equipment at work are prioritized in terms of improving performance in order to maintain safety and comfort in doing work according to Mondy, work safety is a protection for workers from injuries caused by work accidents. Then it is concluded that work safety is a safe situation where there is protection for workers in carrying out their activities from workplace accidents. (Ronatanjung & Nuryati, 2019). According to Slamet, work safety is a condition to avoid danger in the workplace because basically no one wants work accidents to occur while carrying out activities (Fatmawati, 2020). According to Wowo Sunaryo Kuswana, work safety is a condition where a person is protected from suffering, damage and loss at work, and in the work process when using tools, materials, machinery, packaging techniques, in storage as well as in maintaining and securing the workplace and environment. (The lack of personal protective equipment in the company greatly affects the level of safety and comfort when working as experienced by myself being exposed to chemical liquids and causing burns to my hands, this fatal incident made me until now have to be extra careful when working. Reporting from the information that I can The herbicide liquid itself contains chemical substances paraquat in herbicides is an active ingredient that belongs to the bipyridylum group with the chemical formula C12H14N2, also known as paraquat dichloride [7]. Paraquat is a non-selective contact herbicide that is effectively used to control various types of weeds by killing plant tissue directly exposed to the spray. The mechanism of action of paraquat is by capturing electrons in the photosynthesis process, forming free radicals that damage the weed cell membrane so that the weeds wither and die in a short time after application. Paraquat is toxic and harmful if exposed directly in high doses, and can pollute the environment such as soil and water if not used carefully. Paraquat-based herbicides are widely used in agriculture and plantations with trademarks such as Gramoxone, Sidaxone, and others, and are generally applied in the post-growth period of the plant[6] That's a little introduction to the basic ingredients of the herbicides that I process every day. Back to the first topic regarding the level of safety and comfort related to the lack of PPE at the facility According to the ILO-Depnaker defines that personal protective equipment (PPE) is a tool that functions to protect the wearer from potential hazards that are appropriate in the work environment by preventing contact between the wearer and the potential hazard in simple terms what is meant by personal protective equipment (PPE) is a set of tools used by workers to protect part or all of their body from potential hazards or work accidents. Efforts to prevent disease, especially in the workforce, can be carried out with various control eras. Technically, administration, and the use of personal protective equipment. The use of personal protective equipment is the last way to overcome the dangers that occur in the workplace (Budiono, 2003)[8].

The purpose of this study was to determine the productivity, discipline, quality of work, and effectiveness of working time. In addition, this study also sought to identify factors that affect the suboptimal performance of HR, such as leadership, workload, jobdesk division, work environment, rewarding, work facilities, and providing feedback that is not routine [9]. This research also sought to measure the role of performance evaluation in improving communication between management and workers, job satisfaction, and the quality of staff retained within the company. This research also investigated how safety facilities and machinery, such as personal protective equipment (PPE), contribute to workers' comfort and safety in the workplace and their role in performance improvement[10]. Based on the research findings, this study will provide recommendations for activities to improve HR performance through performance evaluation, infrastructure development, and effective performance management so that organizational goals can be achieved. Through these objectives, this research is expected to provide added value to the management and development of human resources at PT Mestika Nusantara Agrokimia [11], [12].

2This process begins with the identification of HR performance problems that include low discipline, work quality, comfort, safety, and morale due to factors such as unclear job descriptions, random workloads, lack of rewards, poor work facilities, and random feedback. HR performance is also measured from indicators of productivity, discipline, work quality, and work time efficiency in an objective and measurable manner [13], [14]. The results of this evaluation are then analyzed to identify factors supporting and inhibiting performance, such as leadership, work environment, reward system, and work facilities. Performance appraisals are also helpful in improving communication between supervisors and employees, job satisfaction, and retention of qualified employees. In addition, emphasis is also placed on work safety facilities and equipment, such as personal protective equipment (PPE), which has a significant contribution to employee comfort, safety, and improved performance [15], [16]. Based on the above analysis, the company provides recommendations in the form of improved facilities, improved job descriptions, frequent feedback and rewards, and structuring effective performance management to best enable the achievement of organizational goals. Thus, this plan illustrates a continuous cycle involving evaluation, analysis, and improvement to advance the overall HR performance at PT Mestika Nusantara Agrokimia[17].

2. Research Methods

This study used a qualitative descriptive approach. Data was collected through direct observation and distributing questionnaires to five key employee representatives: supervisor, filing operator, head of mechanics, head of warehouse, and head of processing. This method was chosen to understand the condition of HR performance holistically through direct experience and perceptions of respondents. to find out a phenomenon and event that occurs directly in the environment of the Company PT. Mestika Nusantara Agrokimia without using quantitative numbers [18], [19] in this research method is supported in two ways, namely direct observation and distributing questionnaires to representatives of Company employees such as: supervisors, opt filing, mechanical heads, warehouse heads, processing heads to collect additional data regarding responses and information directly from respondents in order to complement the results of observations [20].

In terms of observation, I made an observation while working and found a phenomenon or event that occurred in the Company's environment while working and experienced firsthand the events that occurred in the Company's environment about how operational working conditions, employee interactions, and the implementation of work safety measures. I also saw challenges that arose, such as the unclear division of tasks, the lack of facilitating facilities, and the absence of feedback from superiors. The findings of these observations are also an important basis for exploring the factors that affect HR performance and providing appropriate suggestions for improvement." [21], [22] The second is by distributing questionnaires to representatives of the Company's employees This questionnaire was done with sources who have long experience working in that place and took 5 sources who were influential in the establishment and running of PT. MNA from the beginning until now so that I was sure that the 5 sources could provide sufficient data.

3. Result and Discussion

3.1. Data description

Data collection in this study was carried out by direct observation and distributing questionnaires to five permanent workers at PT Mestika Nusantara Agrokimia, namely supervisor, opt filing, head of mechanics, head of warehouse, and head of processing. The questionnaire was developed to objectively and measurably measure productivity, discipline, work quality, and work time efficiency. In addition, this study also identified various factors affecting suboptimal human resource performance consisting of leadership, unstructured workload, unclear job descriptions, less conducive work environment, absence of rewards, inadequate work facilities, and absence of feedback given to employees. This shows that these problems create low work quality and morale, so the performance management system must be improved in terms of better communication, appropriate rewards, and the provision of adequate facilities and personal protective equipment to improve employee comfort, safety, and overall work results." [23]

3.2. Thematic analysis

the main theme that is the focus of human resource performance improvement. Human resource performance problems can be seen in low levels of discipline, work quality, comfort, safety, and morale due to unclear job descriptions, unorganized workloads, no incentives, poor workplace facilities, and no regular feedback. Performance measurement is done objectively through measuring productivity, discipline, work quality, and work time efficiency. In addition, poor leadership, poor work environment, trivial reward system, and poor work facilities are the most significant barriers to employee performance. Performance appraisal plays a major role in improving communication between superiors and subordinates, increasing job satisfaction, and retaining qualified staff through good and continuous feedback. Occupational health and safety aspects are also a serious problem, especially the provision of personal protective equipment (PPE) which affects occupational comfort and safety. Based on the above results, holistic improvements are recommended, starting from the preparation of the right job description, improving facilities and incentives, to improving the performance appraisal system so that HR performance in the company can increase as expected by the Company's employees.

3.3. Discussion

in this study found a direct result by giving a questionnaire to representatives of PT MNA employees and bringing results with a response that is said to be very enthusiastic about the influence of the performance they face today in this questionnaire found many suggestions and criticisms related to this research: "For PPE, there are many things that must be improved because employees have complaints that are often exposed to liquids, the impact is long or short term. Hopefully in the future the jobdesk distribution system will not be sudden" Leonard Heru Saput (Head of Upper Warehouse): "Sometimes I feel confused because the work is always hampered and the division

of tasks that are divided sometimes has not finished the previous task, always rushing to prioritize the newly arrived task as in an urgent situation. For my team, facilities seem to be lacking, such as only one fan in the upper warehouse and that is sometimes used by me, not for my team, so I feel sorry to see my team overheating while doing work upstairs (LT 2)." Ach Wafi Aldi Ansyah (Processing Team): "Although the work is often chased, it makes me feel uneasy in doing the work. When I complained about the equipment I used to process the liquid, it was not suitable, but the response was always late in handling it. For PPE, a tighter uniform should be provided to maintain my comfort and safety while doing my work." Prayoga (Filing Operator): "The division should be clearer and done fairly considering that employees who are already tired after doing heavy work should be given light work. For the use of PPE, it should not be given in a limited manner, a small example is gloves, in the past gloves were prohibited from wearing excessively but in my mind gloves are very important so there should be no restrictions" Imam Mashudi (Head Mechanic): "The machine maintenance schedule is lacking. Requests for tools that are not paid attention to" Novta (Filing Operator): "My opinion is that the distribution of job desks should be given in order and not randomly. For PPE itself, in my opinion, it is inadequate because I have experienced work accidents such as being exposed to the chemical liquid due to a hand arm that has no protection to work so that my hand arm is injured. For PPE, more attention should be paid to it in the future so that there are no more work accidents." direct results were obtained through the administration of questionnaires to representatives of PT MNA employees and the collection of results with a very positive reaction to the influence of the performance they are currently living. In this questionnaire, several recommendations and criticisms were found related to various aspects of the organizational environment, such as team communication, workload, and support from management [24], [25].

Some employees revealed that although they were supposed to achieve their targets, there were coordination barriers that sometimes interfered with work effectiveness. In addition, complaints were also raised regarding the inability to provide proper training to deal with technological advancements and new processes[26]. Concepts that emerged included the need for more adequate work support facilities and the institutionalization of more regular training sessions to enable employees to continuously improve their skills. Thus, the results of this survey not only indicate the current status of performance, but also provide valuable input for management to make improvements that can increase job satisfaction and overall employee productivity. In this study, direct results were obtained through the administration of questionnaires to employee representatives of PT MNA and the collection of results with reactions expressed as very positive towards the influence of the performance they are currently undergoing.[27], [28] This reflects the high recognition of the employees towards performance in achieving organizational goals. However, amidst the generally favorable responses, there are also some concerns that need to be taken seriously by management. For example, inadequate communication between departments and workload imbalance can cause mental and physical stress. In addition, training-based criticism suggests that workers want development programs that are more structured and targeted to their work needs. Therefore, management is expected to take the initiative through improvements in work support facilities and frequent training that not only improves technical abilities, but also soft skills of employees. Thus, the improvements that will be made will not only improve individual performance, but also strengthen the synergy of teamwork and a more productive work culture at PT MNA. In summary, the results of this study provide a comprehensive explanation of the current situation as well as the basis for sustainable human resource development planning in the company."[29], [30]

4. Conclusion

Based on the results of observations and questionnaires, it can be said that the performance of PT Mestika Nusantara Agrokimia's human resources still experiences various problems, especially in terms of task division, workload, work facilities, reward systems, and work safety. Poorly organized performance appraisals and infrequent feedback also contribute to the low productivity, discipline and quality of work of the workers. To overcome these problems, companies need to make comprehensive improvements, starting from preparing the right job description, improving facilities and PPE, providing fair rewards, to continuous soft skills training and technical training. The implementation of effective performance management is expected to improve communication, job satisfaction, and employee retention, so that organizational goals can be achieved optimally. This study concludes that the performance of PT Mestika Nusantara Agrokimia's human resources is influenced by the lack of job description clarity, poor work facilities, lack of rewards, and weak implementation of performance evaluation and work safety. The company needs to make systematic improvements through improving work facilities and PPE, preparing job descriptions, giving fair rewards, and regular technical and soft skills training.

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