Journal of Contemporary Issues in Business and Government Vol. 27, No. 3, 2021
https://cibg.org.au/

P-ISSN: 2204-1990; E-ISSN: 1323-6903
DOI: 10.47750/cibg.2021.27.03.340

High-Performance Work System and Employee Performance: Case Study at Koja Container Terminal

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Abstract: Container Terminal (TPK) Koja is a terminal intended for loading and unloading activities of goods, especially containers. Good employee performance will affect the quality of the process and loading and unloading services produced. This research is qualitative research with case studies on TPK Koja. The purpose of the research was to find out if a high-performance work system (HPWS) is good to be applied in TPK Koja and how HPWS role to the performance of TPK Koja employees. Calculate the weight of each KPI using the Analytical Hierarchy Process method and measure the value of performance achievement by scoring system method and evaluate performance measurement results with Traffic Light System. The results of the study showed HPWS had a positive impact on employee performance and the measurement results showed 15 HPWS KPIs were at the green level or within the specified target.

Keywords: High-Performance Work System, Employee Performance, Analytical Hierarchy Process, Traffic Light System

INTRODUCTION

Koja Container Terminal (TPK) is a terminal intended for loading and unloading activities, especially containers. Container Terminal has a strategic position in the country's economy, because as a gateway to the flow of goods both export and import. Container terminals are service businesses, so it depends on the relationships that lead to customer retention. The performance of the container terminal is strongly influenced by environmental changes. Environmental turbulence is characterized by high dynamism, complexity, and uncertainty. (Camps, 2016). Today, business organizations focus not only on frontline customers and employees and customers but also on the relationships between them (Grigoroudis et al., 2013). The performance of the container terminal, not only related to physical and financial performance but related to employee performance. One strategy to encourage employees to maintain good relationships with customers is to manage the performance system in the system. The relationship of performance systems is more in large companies at the initiation stage and medium enterprises at the functional growth stage. (Wu et al., 2015).

Employee performance achievement will be created through the High-Performance Work System (HPWS). HPWS is a global concept that applies to all organizations seeking to maximize their potential and performance. (Maroufkhani, 2015) and an integrated HR practice system that enables high performance by improving skills, capabilities, employee motivation, and commitment so that employees become a source of competitive advantage. (M Zhang, 2014). HPWS covers three categories of HR practices: employee skills, employee motivation, and employee empowerment. (Chi & Lin, 2011). Praktik HR can affect employee outcomes by integrating organizational fairness (Heffernan & Dundon, 2016). The company now faces severe competition and largely depends on how creative the employees are. HPWS practices greatly contribute to the organization's superior performance by promoting employee creativity. (Tang et al., 2017), groups, and organizations. (Hassan & Din, 2019).

HPWS's goal is to influence a company's performance by promoting employee and team efficiency, encouraging employee skills, competence, commitment, and motivation, improving the quality of work and services offered, adding quality services offered to clients, improving profitability and growth, and creating more value for shareholders with the help of company employees. (Shahriari et al., 2018). Because HPWS concerns HR practices at the strategic level of the organization. Employee-focused HR attribution is service quality attribution (commitment focus) and cost reduction attribution (control focus). (Sanders et al., 2019). HPWS's association with HR practices designed to improve employee and company performance through improving employee

skills, motivation, and opportunities to contribute. (Van De Voorde &Beijer, 2015) so that employees become a source of sustainable competitive advantage for the organization. (Singh, 2016).

The achievement of employee and company performance can be created by aligning strategies. The level of strategic alignment is divided into two namely the alignment of the organization's strategy towards the external environment (external alignment) and the alignment between the strategy and the organization itself (internal alignment). (Ouakouak & Ouedraogo, 2013). In addition, the quality of internal services is also important, where a higher level of service quality leads to a higher level of commitment and employee satisfaction both help improve employee performance. (Abdullah et al., 2021).

HPWS represents an integrated approach to acquiring and managing human resources. (Messersmith et al., 2018) and tends to play an important role in connecting business strategies by adopting work-life balance programs. HPWS can be used as a work resource to positively affect resilience. (Cooke et al., 2019), increase the psychological empowerment that employees feel, which in turn increases job engagement (Arefin et al., 2019) and can be adopted at different types of organizations. (Demirbag, 2016). HPWS plays a role in fostering decent work and working conditions for employees. (Yang et al., 2019). HPWS utilities may vary in dynamic environments. (Y.H. Kim et al., 2018). HPWS can impact employee outcomes (e.g. employee attitudes, behaviors, and productivity), and assertive performance (e.g. assertive innovation, strong growth, and profit growth). (Do, 2019) by aligning employee engagement to improve organizational performance. (Muduli,2016).

HPWS may be considered a universal or best practice; at the same time, the presence of influential HR functions can intensify the effect of HPWS on assertive performance. (Jeong &Choi, 2016) at work through the influence of feelings of social climate groups. (Cooper et al., 2019). Sistem HR practice can support the sustainability of competitive advantage created through the intra-organizational network. (J. Y. Jiang &Liu, 2015). Ambiguous relationships between formal organizational policies and actual workplace practices can undermine the informal positive impact on employee-level and organizational-level outcomes (Yanadori &van Jaarsveld, 2014). In this case, the research aims to find out if HPWS is good to be applied in TPK Koja and how HPWS role to the performance of TPK Koja employees. Measure the performance achievement value of each KPI by using a scoring system and evaluate performance measurement results with the traffic light system method.

LITERATURE REVIEW

High-Performance Work System

The use of HPWS will have important practical implications. HPWS leads directly to high engagement or relational psychological contracts leading directly to higher job performance, the indirect effect of HPWS on the work will increase substantially. (Werner, 2011). HPWS contributes to the development of innovative capabilities and knowledge-based views of the company. (D. Wang, 2013). HPWS improves employee skills, commitment, and productivity in such a way that employees become a source of sustainable competitive advantage, compared to individual HR practices (Mihail, 2016). HPWS motivates employees to behave in a certain way, enabling employee engagement with the work process and promoting the application of skills in line with organizational goals. (Tregaskis et al., 2013).

HPWS can increase employees' relative bargaining power at the expense of other stakeholders. HPWS should increase the value creation of the company but employees should capture most of this extra value, due to their increased bargaining power. (Steigenberger, 2013). HPWS and flexible work programs (FWP), both of which are generally regarded as effective approaches to talent retention. (Stirpe et al., 2018). HPWS implementation can provide unions and employers with shared benefits including increased competitiveness and continuous collaboration (Shin, 2014). Creativity-oriented HPWS influences creative performance (Martinaityte, 2019) and organizational citizenship behavior (OCB). (He et al., 2018) through collective affective commitment (AC) (Yaping Gong et al., 2010). The company adopted its special practice to compile a systematic list of what practices could be considered to fall into the HPWS category (Torre &Solari, 2011).

HPWS increases workforce productivity by building high-level human resources and developing high-level social exchanges (Iverson, 2011) and relies on positive responses from employees. Employee skills creation strategies and incentives consistent with more flexible forms of work design (Boxall, 2012) will evoke different perceptions of job demands and resources and then lead to different performance depending on the line manager's leadership style. (X. Fan, 2018).

The effectiveness of HPWS may depend on corporate social context boundary conditions (Chang, 2015), and employees working under HPWS practices may experience higher stress levels, overload, burnout, and increased pressure than other workers. (Huang et al., 2018). But the practice will also have a positive influence on job satisfaction, employee engagement, and employee welfare. (Ananthram,2018). In addition, breaking HPWS into their components suggests that the capabilities and motivations of individual employees may play a role in promoting relational coordination and, in turn, workplace performance. (Siddique, 2019).

In contrast, HPWS deals negatively with organizational innovation when employees who have greater human resources are coupled with more direct sound mechanisms. (Zhou et al., 2019). HPWS can be a hub for improving employee services that deliver capabilities, and the size of our results is rooted in improved internal

and external customer satisfaction. (Good, 2019). burden work does not affect the relationship between skill improvement and motivational improvement HPWS. (de Reuver et al., 2019). This practice will increase a commitment that focuses on improving empowerment and helping employees to take substantial ownership of their decisions. (Patel & Conklin, 2012). Therefore, psychological safety can be an important factor influencing the influence of HPWS on employees' innovative behavior. (Miao, 2020).

HPWS is related to two main attributions namely human resource welfare and HR performance attribution. (Alfes et al., 2020). HPWS helps develop human and social capital, encouraging innovative behavior among employees (K. Kim et al., (2021) as well as improving the warmth and competence of CEOs. (K.Y. Kim et al., 2020). Based on this, the system will benefit both employers (in terms of organizational performance) and employees (in terms of employee welfare) (Rana & Javed, 2017). This practice also facilitates family work and reduces family-work conflicts (Wattoo et al., 2020). Such strategic actions reduce environmental uncertainty (Bendickson et al., 2018) and lead to higher perceptions of fairness and fewer role conflicts. (Copy &Notelaers, 2020).

HPWS can lead to work engagement or emotional fatigue, depending on an employee's perception of the nature of employee-owner relationships. The perception of economic exchange increases the likelihood that HPWS causes employee emotional fatigue, while the perception of social exchange reduces the likelihood that HPWS leads to employee work engagement. (Mingqiong Zhang et al., 2013). HPWS may: (a) enhance capabilities, motivations, and opportunities for employee proactivity, and (b) create supportive social structures that reduce employee proactivity. (Evans & Davis, 2015). HPWS may outweigh the influence of social culture on the attitudes, behaviors, and performance of labor work (Dastmalchian, 2020). Most of the HRM practices used by companies are developed by owners according to the specific needs of the company and the need for flexibility. (Qiao et al., 2015).

HPWS-employee performance relationship is important, except for job satisfaction, this line is more likely to have an impact on performance relative to employee welfare. (Jo et al., 2020). Employees may feel supported by their organization when HPWS offers them real resources (e.g., training, rewards, and job stability) and socioemotional resources (e.g., respect, recognition, appreciation, and care) to address their duties (support as a resource, that is, the process of resource acquisition). (Liu et al., 2020). Employee perception is relevant to HPWS in promoting explorative learning and innovative behavior of employees. (Escribá-Carda et al., 2017).

Employee Performance

Performance as 'achievement, execution, execution, work of any ordered or performed' (Armstrong, 2010) and how the work process takes place (Wibowo, 2014) as well as the value of a series of worker behaviors that contribute, both positively and negatively, to the completion of organizational objectives. (Colquitt et al., 2015). Kinerja as the effectiveness of line managers in implementing HRM practices on the work floor, and measured in terms of employee satisfaction regarding this implementation (Bos-Nehles, 2013). Employee performance is the results achieved and achievements made in the workplace. (J., 2014). Performance can also be said to be a set of measurements and values of results achieved as well as the integrity of the behavior used to do the work. (Hale, 2004). Higher employee performance is related to the HR system. (Muhammad Aleem, 2012). At the lower organizational level, progress towards goals is measured in terms of employee job performance behavior. (Carter, 2013).

Employee performance can be influenced by several factors, namely: (1) training, (2) compensation, (3) motivation, (4) Work Environment, (5) Stress, (6) Emotional Intelligence and Capacity Building, (7) Leadership, and (8) Administrative Practice (Bajwa, 2016), and Communication. (Muda et al., 2014). While the dimensions seen in measuring employee performance are: (1) Knowledge, (2) Communication, (3) Considerations, (4) Managerial skills, (5) Quality of work, (6) Teamwork, (7) Interpersonal skills, (8) Initiatives, (9) Creativity, and (10) Problem solving (Raymond A. Noe, 2010). Key indicators or criteria in measuring employee performance include quantity, quality, productivity, punctuality, and cost-effectiveness. (Armstrong, 2000).

The main purpose of the evaluation system is to improve the performance of individuals and organizations. (Ahmed et al., 2013). Four obstacles to performance evaluation: (1) distribution of performance, (2) continuous failure to design reliable and valid methods to obtain an assessment of performance, (3) limited utility performance feedback to employees, and (4) limited utility performance evaluation to the organization (Murphy, 2020). Performance measurement can stimulate employee initiatives to improve operational performance, especially when employees themselves participate in the development of their own department's performance measures. (Groen, 2012). Companies need to have a systematic framework to ensure that performance assessments are "fair" and "consistent" and that the system should provide a relationship between employee performance (Palaiologos, 2011). The difference between mastery and individual performance depends on how they define and assess their success. (Nerstad et al., 2018).

In terms of performance, the employees involved go the extra mile in their work to contribute to the success of the organization, which aims to align their competence to achieve the goals of the organization (Ciobanu, 2019).

Individual characteristics of shift work such as shift length, the total number of weekly hours, night work, rest opportunities can have an impact on job performance and employee well-being. Employees' sleep difficulties, even at the sub-clinical level, negatively impact work attendance, work performance, and health care costs. (Hui, 2015). The service industry needs to retain high-performing frontline employees as they are critical to achieving high-quality customer-based services (Afsar,2018). Service employees often need to engage in the initiative and proactive customer-oriented behavior without being instructed and supervised. (M. Chen et al., 2017).

Service performance refers to service behavior that follows a formalized job description and service script and consists of completing core service tasks by using standard service procedures. (Raub, 2012). Task performance represents job behavior in a role directly related to the performance of a person's task or job task. (Devonish, 2013). prize role on employee duty performance supervisor ranking referred to as performance task (Gieter, 2015). High performance arises when sustainable performance practices are implemented, rather than with the adoption of a compliance-based approach that emphasizes the completion of performance agreements. (Blackman et al., 2017). Empowerment services can simultaneously have a positive and negative impact on employee performance through two opposing mechanisms. (Chan, 2011). Pleasure has a positive impact on task performance and creative performance. Three forms of fun: fun activities, fun co-worker interactions, and fun work responsibilities. (Tews et al., 2013).

Employee creativity core knowledge relates negatively to assertive performance when high-risk orientation. (Y Gong, 2013). Effect indirectly from proactive personality on creative performance through craftwork is very significant when the high engagement work system is low but not high. (Li et al., 2020). strategy performance management helps employees develop skills that maximize potential with innovative approaches especially technology-delivered instructions. (Cascio, 2014). The strategy of emotional regulation (i.e. surface acting and deep acting) affects job satisfaction and burnout, and work performance (Z. Chen, 2012). Knowledge has a positive and significant effect on the performance of innovation. (Papa, 2018). Trust effective, plays an important role in connecting leadership with employees in roles and performance role-extras. (X. P. Chen et al., 2014). With better employee training, the company's correct environmental attitude helps improve its performance in sustainable development. (Ji et al., 2012). Performance orientation can encourage the search for positive feedback about self-performance or negative feedback about peer performance to get favorable or avoid unfavorable evaluations. (Yaping Gong et al., 2017).

Sistem employee performance management should ultimately result in lower employee absence, higher satisfaction, greater willingness to stay with the organization, and higher efforts. (Decramer, 2013). Compatibility both vertically and horizontally to form the effectiveness of the HR system to support performance. (Han et al., 2016). Job performance is significantly influenced by innovative behavior (M. S. Kim &Koo, 2017). The quality of co-worker relationships has an impact on service performance (Menguc et al., 2016). Work-related information, emotional support, performance feedback, and job autonomy have the potential to motivate to lead to excellent employee work performance. (Loi, 2011). Practice human resources have a significant impact on the performance of individuals and organizations. (K. Jiang, 2012). Cash leads to better performance through its effect on the difficulty of the employee's chosen goals. (Presslee, 2013).

Kinerja service is required by current knowledgeable consumers. (Cho et al., 2016). One way companies can achieve that is by communicating brand information directly to employees (Baker, 2014). The organization's lack of authenticity in terms of promising to employees and customers has an impact on lower performance (Cording et al., 2014). In contrast to transformational leadership impacts job performance. (Buil et al., 2019). The influence of leaders in shaping identity-laden organizational practices has important implications for human resource management. (Allen, 2013). Employees can develop a higher level of trust in leaders who keep promises and behave consistently (Mo & Shi, 2017). Skill-enhancing human resource practices (e.g., training, rigorous selection) are designed to acquire and retain skilled employees appropriately. (Karatepe, 2016).

Employee performance is influenced by the company's social software through du events, namely improved task performance and employee innovation. Employee empowerment has a direct impact on performance (Fernandez, 2013). Leaders need to foster exploratory and exploitative behavior among their subordinates, and that combination should lead to highly innovative performance. (Zacher et al., 2016). The intense implementation of HPWS and the fulfillment of individual-level psychological contracts, which in turn relate to individual performance. (Pak & Kim, 2018). Great attention to employee proficiency will affect productive capacity and collective performance (Hausknecht, 2013). Psychological capital is a common basic capacity for human motivation, cognitive processing, striving for success, and producing performance in the workplace. (Peterson, 2011). Adaptive performance is defined in general as the ability of individuals to adapt to dynamic work situations. (Charbonnier-Voirin &Roussel, 2012). Support supervisor acts as an efficient behavior model for employees. (Carvalho &Chambel, 2014). If attention does facilitate social relations will benefit the leader-follower or supervisor-employee relationship, and as a result, for the well-being and performance of employees. (Reb et al., 2014).

Companies investing and developing human resources and creating mutual exchange relationships with employees are likely to benefit the most if the organization treats employees well (Iverson, 2011). HR interventions cause employee reactions that ultimately trigger changes in organizational performance over time (Piening, 2013) and investment decision making in employee skills and changes in performance incentives to ensure that employees can voluntarily perform these larger responsibilities and want to do so. (Ang, 2013). Employee-customer identification related to job performance shows that social identification with customers is the lens to check when and why frontline employees are motivated to serve customer needs. (Korschun, 2014). The use of contingent work, on the other hand, can improve strong performance by achieving a variety of labor cost savings. (Stirpe et al., 2014). Employee involvement does not directly affect operational results, but it helps implement a lean system that has a direct relationship with performance (Marin-Garcia &Bonavia, 2015). Involvement is a mechanism that explains the relationship between job design and performance results. (Shantz, 2013).

Understanding oversight of operations in the context of employees provides useful implications for organizations seeking to promote employee performance in the service industry. (Jian, 2012). Sustainable HRM practices will improve employee engagement and performance (Jerónimo et al., 2020). The company's social capital investment will affect the commitment of service employees and job performance. (A. E. Ellinger et al., 2013). Social capital is a network of interpersonal relationships that a person can use to benefit himself or her organization. (Mohr et al., 2012). Modal social is believed to affect some work-related results, managers can contribute to improving the performance of the organization by helping to build and maintain social capital. (A. D. Ellinger et al., 2011). Work that helps employees complete their work tasks will characterize work with high social support. (Turner, 2012). Organizational performance is predicted positively by HPWS and employee results, and employee results positively mediate the relationship between HPWS and organizational performance. (B. Zhang, 2014).

Analytical Hierarchy Process (AHP)

This stage is weighted against the HPWS key performance indicator. The method used an analytical hierarchy process (AHP) through a paired comparison questionnaire. The stages in weighting with AHP are 1) Creating hierarchies, 2) Determining Priorities, and 3) Measuring Logical Consistency.

Scoring System and Traffic Light System

This stage uses the Higher is Better, Lower is Better, must be Zero, and Must be One method. Calculation of performance achievement score of each KPI is produced with the following conditions if the indicators show the assessment work. (Efendi &Hanoum, 2012):

1. Higher is Better, indicating the higher the achievement/score, the better the indication. Formula: Score = (actual/target) x 100%.
2. Lower is Better, indicating the lower the achievement/score, the better the indication. Formula: Score = (2-(actual/target) x 100%.
3. Must be Zero, score = 100 if actual = 0, or score = 0 if actual $\neq$ 0.
4. Must be One, score = 100 if actual = 1, or score = 0 if actual $\neq$ 1.

Traffic Light System is a method that can be used to make it easier to understand the achievement of HPWS in TPK Koja by using 3 color categories, namely red, yellow and green. The colors can be explained as follows (Sasmia Arya Nurmita, 2010):

1. The red color indicates that the score of the KPI does not reach the target or below the target, so improvements are needed. Score limit: KPI < 60.
2. The yellow color indicates that the score achieved needs to be improved. Score limit: 60 KPI $\leq \leq$ 80.
3. The green color indicates that the score achieved is by the company's desired target. Score limit: KPI $\geq$80.

METHODOLOGY

This study uses a qualitative approach, with case studies. The research was conducted in three stages, namely preliminary survey, data collection, and analysis. Data collection includes observations, interviews, documents, and audiovisuals. calculate the weight of each HPWS KPI using the analytical hierarchy process method and measure performance achievement value with scoring system method and evaluation of performance measurement results with Traffic Light System.

FINDINGS AND DISCUSSION

The competencies of TPK Koja employees are divided into 4 (four) groups, namely 1) core competencies, 2) manager role competencies, 3) staff role competencies, and 4) field competencies. Competency level is determined based on complexity and 4 (four) main criteria are experience, understanding, performance, and position level. Education and training conducted refers to the competency directory and training directory of TPK Koja. In support of the TPK Koja management education program budgeted 1% (one percent) of the company's net profit annually. The positive effect of training is at least two mechanisms, namely improving knowledge and skills related to employee work, as well as employee who receives the benefits can be rewarded with increased effort and commitment. (Sung &Choi, 2018). Training indicates that the organization is willing to invest in its employees and the promotional opportunities signal that the organization recognizes and appreciates the contributions of its employees. (García-Chas, 2016).

TPK Koja implements Occupational Safety and Health Management System (SMK3) and its implementation by establishing a Safety Committee. TPK Koja provides compensation both financially and non-financially. Compensation provided includes basic salary and changes based on the merit system and inflation. Employee benefits include transport benefits, housing allowances, family education benefits, mobility allowances, meal allowances, annual leave allowances, holiday allowances, and tax benefits. While other compensation provided are performance incentives, production incentives, and productivity rewards. Incentives are provided based on the given performance or Pay for Performance (PFP). It is seen from two dimensions namely scope and depth. The scope of the performance measures and types of rewards and depth reflects the relative amount of performance-based payments compared to total payments. (T. Wang et al., 2018).

Key Performance Indicator from HPWS to assess the performance of TPK Koja employees consists of 15 (fifteen) indicators, namely: 1) Deviation of total billing bill with marketing section, 2) Deviation of budget realization, 3) Number of bills paid, 4) Preventive Maintenance (PM) and Corrective Maintenance (CM) facilities and utilities carried out. 6) Timely incident report, 7) Contract completed on time, 8) Number of accidents reported, 9) Number of PO on time, 10) RBM report correct and on time, 11) Risk mapped, 12) Number of training carried out, 13) Implementation of HR Systems and Procedures, 14) Number of published activities and 15) Number of services completed on time.

HPWS affects employee welfare (D. Fan, 2014). Hasil HPWS becomes employee motivation, and job satisfaction that ultimately results in improved operational and financial performance (Kloutsiniotis, 2020) as a source of increased labor productivity. (Riaz, 2016). HPWS contributes to the company's capabilities by growing employee trust in the organization. (Rhee et al., 2018) but will also HPWS will affect employee performance with a social exchange approach and views that will give employees meaning to their performance that not only requires reciprocity, knowledge, and skills but requires employees' resources especially when facing stress and ongoing challenges. (J. Zhang et al., 2019). A high-performance system facilitates an organizational environment conducive to the skills, knowledge, and value systems of employees. (Gupta & Kumar, 2013).

Based on the comparison between HPWS criteria shows that the number of published activities gained weight by 25%. This shows that publicity is paramount. The second priority is the amount of risk mapped with a weight of 18%. Further mapped risks will be mitigated to reduce potential risks. This is in line with TPK Koja's management target of Zero Accident.

The achievement of KPI score by using a scoring system and traffic light *system* can be described below:

No	KPI	Unit	Weight	Actual	Target	*Scoring System*	Score	*Traffic Light System*	Weighted Score
1	KPI 1	%	0,02	0	0	*Lower is Better*	100		2,39
2	KPI 2	%	0,02	10	10	*Lower is Better*	100		2,32
3	KPI 3	%	0,03	100	100	*Higher is Better*	100		2,71
4	KPI 4	%	0,03	100	100	*Higher is Better*	100		3,17
5	KPI 5	%	0,04	100	100	*Higher is Better*	100		4,30
6	KPI 6	%	0,05	100	100	*Higher is Better*	100		4,64
7	KPI 7	%	0,04	100	100	*Higher is Better*	100		3,63
8	KPI 8	%	0,05	100	100	*Higher is Better*	100		4,86
9	KPI 9	%	0,04	90	90	*Higher is Better*	100		4,40
10	KPI 10	%	0,05	100	100	*Higher is Better*	100		4,58
11	KPI 11	%	0,18	100	100	*Higher is Better*	100		17,78
12	KPI 12	%	0,05	98,6	100	*Higher is Better*	98,6		5,00
13	KPI 13	%	0,04	0	0	*Lower is Better*	100		4,40
14	KPI 14	%	0,25	100	100	*Higher is Better*	100		25,12
15	KPI 15	%	0,11	100	100	*Higher is Better*	100		10,64

Based on the high-performance work system perspective scoring table there are 1 (one) KPI that achieved below the specified target which is KPI Number 12 (Percentage of the number of training carried out as planned against the total number of planned training). The achievement was 98.6% below the specified target of 100%.

DISCUSSION

The performance of TPK Koja employees seen from the implementation of HPWS is related to the reconciliation between the billing and marketing department to know the bill that has been sent is precisely no less billing, more billing, or the existence of uncollectible notes. In addition, control over the use of budgets, the occurrence of budget deviations indicates that there are unplanned activities and it is not good to make a company plan. A timely bill payment process can facilitate the operation and performance of employees at TPK Koja. Timely payment to suppliers, vendors of goods and services, and consultants will help facilitate the cooperation of TPK Koja with outside and ensure smooth operation and low operating costs because suppliers and vendors can provide competitive and competitive prices.

The readiness of utility facilities determines employee performance. Preventive Maintenance (PM) and Corrective Maintenance (CM) activities are conducted to ensure such readiness. Timeliness of completion of plans and requests related to road and building facilities become a measure of employee performance. TPK Koja targets zero accidents, but if there is an accident response time is very important. Response to the accident is a maximum of 10 (ten) minutes since the report and exceptions if the accident is not included in the scope of CCTV. An accident report can be in the form of an Incident Report (LK) or Field Inspection Report (LHPL). The report must be submitted to the relevant section, namely the legal and marketing sections. The period of delivery of the report to the relevant section is 1x24 hours after the issuance of LK / LHPL. The marketing department is obliged to submit an accident report to the shipping line (S/L) promptly. The reporting executor is the Account Service Officer (ASO).

HPWS is supported by the implementation of systems and procedures following the standards in the HR department. Standards and procedures of human resources in the form of Management Decree (SKM) which is also a derivative of the Joint Working Agreement (PKB) TPK Koja. Performance measurement can be done by looking at the deviation of system implementation and procedures to the standards applicable in the HR section. The procurement process is integral to employee performance. The procurement process is highly dependent on the complete process of the procurement contract. The time required in the process of sending the contract to the second party to be signed is a maximum of 30 (thirty) days from the time the contract terms documents are collected completely and validly. The timeliness of the purchase order (PO) process determines the speed of goods/services needs for the company's operational needs. The maximum delivery time to the supplier is 3 (three) working days after the PO is signed by management.

The main service performed by TPK Koja is loading and unloading containers. The realization of loading and unloading is the basis of TPK Koja to charge shipping lines for services that have been provided. The Report on The Realization of Loading and Unloading (RBM) must be accurate and timely meaning that there is no data on the RBM application that gets complaints because it does not match the RBM data that has been confirmed by S/L. Risk is inevitable, therefore it is necessary to map the risks and implementation of risk management recommendations and this becomes a measure of employee performance.

The implementation of education and training is stipulated in the Management Decree. Each Employee will be given education and training by the competence of his/her position or field, at least once a year, and employees who want to continue education are given educational assistance. Knowledge sharing behavior relates to the exchange of knowledge between individuals and groups. HPWS motivates employees to acquire, share, and apply knowledge within the organization. (Abbasi et al., 2020). TPK evaluates the training organizers, if the training organizer has a score of 65% will be crossed out in the list of capable training organizers.

Access to information is important for service users and TPK Koja strives to provide ease in accessing information and data to stakeholders as a manifestation of the implementation of GCG principles, especially related to transparency aspects. When different media with different capabilities are used to complete tasks, communication performance will be improved, thus leading to better task performance (Cao et al., 2016). The Company utilizes online media such as portals and emails to all employees. The rapid delivery of services will have an impact on the achievement of employee performance.

TPK Koja has not done recruitment for a long time, the last year 2004. Judging from the current employees, is a person with pretty good qualifications (Stenus Jacub, 2021). The recruitment process is carried out by the needs of TPK Koja with a predetermined level of education and skills (Pratapa, 2021). The promotion process at TPK Koja is conducted annually, but not all employees are limited to those who have good performance value. Careers or promotions do not exist but depend on whether or not an office is vacant. Vacancies are not always filled by employees in that section but can be filled by employees with similar work so that the work process will continue to run well and not be disturbed because of the shortage of people (Pratapa, 2021). Employees with poor performance wherever possible refreshed by doing rotations and if the employee performs well will

be promoted in that place (Pratapa, 2021). Business competition increases so that employees are directed to multi-skills and can ultimately be placed anywhere.

Majority appreciation policy in monetary form. Currently being developed which is non-monetary in the form of credit points. Credit points collected at the end of the year can be converted financially and become a special promotional and development assessment organized by the company (Pratapa, 2021). The compensation system that connects payments to performance and incentive plans can also support the social climate by communicating the organization's expectations clearly regarding expected employee behavior (Ahammad, 2015). The award will be recorded in Oracle's *HRIS* system database (Stenus Jacub, 2021). The training program is aligned with *the programs* of the corporation /company, corporate values, and corporate objectives (Stenus Jacub, 2021). Employee development is done based on competency dictionary both *soft competency* and hard *competency*. TPK Koja has a database of the soft *skill* capacity of each employee obtained from the results of *assessments* conducted every 2 (two) years (Pratapa, 2021). Leadership training is a priority for the company because the company involves direct leadership in developing the necessary HR policies and procedures (Imran et al., 2020). HPWS has a stronger impact among those who have the highest level of trust in their supervisors (C. Wang, 2019). Perception emotion leader motivates employee performance (Vidyarthi, 2014)

TPK Koja prepares a training budget every year by the Collective Labor Agreement (PKB) and the commitment of the office. Most individuals tend to be more committed to organizations that provide extensive training (key dimensions of HPWS), and not all individuals tend to value training to the same extent (Andersén &Andersén, 2019). Every system implemented by the HR department must be properly tested and audited. So the system will run well, some people work and commit to ensuring the output produced according to the expected quality (Pratapa, 2021). HPWS in TPK Koja is a system that is seen from its inputs and outputs. Output related to the number of people available, guaranteed quality, creating fairness through culture, and optimal cost. While the input is existing employees and limited costs. Therefore, the HR process that brings the change from input to output takes years (Pratapa, 2021).

CONCLUSION

The measurement results place 15 (fifteen) KPIs on the green indicator. However, the achievement of training implementation was 98.6% below the specified target of 100%. The promotion process is conducted annually and for employees who perform well. While rotation is done for employees who perform poorly, mediocre, or not interested because they have loved their work. Rotation and promotion are expected to motivate to be able to work even better. Business competition increases, employees are directed to have multi-skill competencies so that they can be placed anywhere.

Appreciation is given both monetary and non-monetary. Non-monetary in the form of credit points to be used as the basis for promotion. Program training, aligned with the value and purpose of the company. Training to support employee performance, minimum requirements, and certification requirements. TPK Koja conducts an assessment every 2 (two) years. Assessment results are used for the design of training and development programs. Training programs include leadership and strategic thinking. The company involves direct leadership in developing the necessary HR policies and procedures (Imran et al., 2020).

Training budget by the Collective Labor Agreement (PKB) and commitments from the company. Training can be done *offline* or *online.* HPWS's impact on performance is increased productivity and increased knowledge exchange and combination among employees (Michaelis et al., 2015). The system will run well if there is a system, people are working on it, and a commitment to ensure the *output* is produced with good quality as expected.

ACKNOWLEDGMENT

We thank all the support from colleagues and supervisors from the university who have to give ideas and from the beginning to the completion of this project entitled "High-Performance Work System and Employee Performance: Case Studies in Koja Container Terminal".

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