



## Employee Performance Analysis at CV Balon Jaya in Tangerang

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### ABSTRACT

This study aims to analyze employee performance, efforts to improve performance, and the obstacles encountered in enhancing employee performance at CV Balon Jaya, Tangerang. A qualitative research method with a case study approach was used to gain an in-depth understanding of social phenomena in the workplace. Data were collected through in-depth interviews and descriptive analysis. The findings indicate that employee performance is considered fairly good, with an average score of 4.28. However, service quality has not reached an optimal level due to a lack of accuracy and the need to constantly adapt to changing customer demands. The company has made various efforts to improve performance through mandatory training and internal discussions. Nevertheless, challenges remain in implementing performance improvement programs, such as limited participant availability, time constraints, and location issues. CV Balon Jaya continues to pursue alternative solutions to maximize the effectiveness of training and achieve sustainable performance improvement

## **INTRODUCTION**

Currently, Indonesia is facing new challenges when entering the era of globalization. However, various problems that often arise encourage us to make improvements in all sectors, including human resource development. This is because HR is considered one of the key factors that can provide benefits to a company.

Human resources are a very important factor in company operations, with a significant role in achieving organizational goals. Therefore, it is necessary to improve the quality of HR in order to face the challenges of globalization. HR must continue to develop themselves and have reliable abilities to face these challenges. Appropriate competencies within the organization are crucial so that the organization can continue to grow and develop.

According to Simbolon and Susanto (2023:60), Performance is an important process to evaluate the extent to which an agency achieves its predetermined goals and vision, as well as to understand the positive and negative consequences of its operational policies. Individual ability is a key factor in improving performance, which is reflected in the results of their work. In other words, whether someone can carry out their duties well or not will affect their performance. In addition to ability, responsibility for work is also very important. Therefore, strong motivation is needed to support performance so that individual abilities can be maximized.

An employee is considered successful in carrying out his duties or has good performance when his work results exceed the established standards. To determine this, a performance assessment needs to be carried out on each employee in the company. Performance assessment is the process of evaluating a person's progress towards goals and targets in managing human resources to produce goods and services, including evaluating the efficiency and effectiveness of actions taken in achieving organizational goals.

Just like what happened at CV Balon Jaya in Tangerang, suboptimal employee performance, lack of responsibility for individual tasks and responsibilities, and non-compliance with Standard Operating Procedures (SOPs), are factors that reduce employee incentives. Performance is defined as the results or level of success of a person in carrying out their duties during a certain period, compared to work standards, targets, or criteria that have been previously set and agreed upon.

In a study conducted by Purnomo, Mardi and Hartati (2021:290), To improve employee performance, companies need to make various efforts such as training through meetings and case studies, understudy or direct practice of employees who are prepared to replace their superiors, job rotation or direct transfer of employees from one position to another, planned progression or transfers that are not followed by promotions and salaries, but increasing tasks and responsibilities, coaching or direct guidance by superiors to teach work skills and expertise to their subordinates, and counseling or discussions between employees and managers regarding personal problems. The Quantity Indicator is an indicator with the lowest level of performance, indicating that the work done has not been optimal according to the set targets. This study aims to

determine employee performance, efforts to improve employee performance and obstacles in improving employee performance at CV Balon Jaya.

## **LITERATURE REVIEW**

According to Sutrasna (2023:50) Human resource management is a policy, practice, and system used to manage individuals within a company that includes management, development, compensation, and relationships between individuals in order to achieve the company's stated goals.

Employee development is a crucial element in the progress and development of an organization. This process involves efforts to provide employees with new skills or improve existing skills, as well as knowledge through the provision of training and learning facilities within the company.

According to Kertati et al. (2023:146) Employee development is a continuous process that aims to improve employee skills, knowledge, and abilities to be more effective in achieving organizational goals. The main focus of employee development is to increase motivation, loyalty, and performance of both employees and the organization as a whole. The employee development process includes several stages, starting from identifying development needs, planning, implementation, to evaluating the results.

According to Nathaniel (2022:72) There are four common methods that are often used in human resource development in companies, namely: a) On the job training is a program that encourages participants to learn and practice with more motivation, b) Internship is a form of training where participants must follow a series of activities led by a particular job holder, c) Simulation involves the use of tools or machines in an environment that is made to resemble a real work situation, and d) Job rotation requires training participants to be transferred periodically from one position or work unit to another. According to Romy et al. (2022:82) Performance describes how successful a person is in completing tasks to achieve predetermined goals. This can be seen as a manifestation of an individual's ability in their behavior or the way they carry out tasks, which ultimately produces products or results from all the work responsibilities they receive.

## **METHODOLOGY**

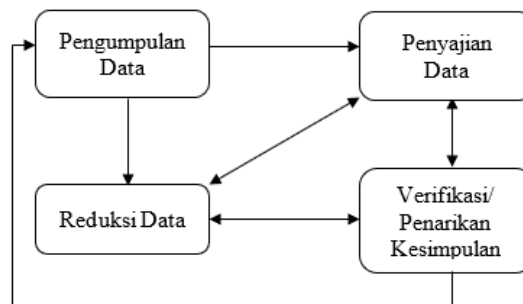
### **Type of Research**

The type of research used is qualitative research. According to Abdussamad (2021:42) Qualitative research is characterized by research efforts to understand phenomena that do not require quantitative measurements or cannot be measured precisely. In anthropological and sociological research, the nature and objectives of the research can determine the approach used, whether or not quantification is necessary to understand human social events or phenomena because social change involves the context of space and time of the activities of social actors. Such social phenomena cannot always be measured precisely, especially if the benchmarks do not match the lives of the people being studied.

### Place of Research

The location of this research is CV Balon Jaya which is located at Ruko Fluorite No. 66, Jl. Gading Serpong Boulevard, Pakulonan Barat, Kec. Kelapa Dua, Kab. Tangerang, Banten - 15810

This research utilizes a case study approach with the aim of describing the research results and achieving a comprehensive understanding of a particular condition. The choice of this methodology was made because the phenomenon to be investigated is a case that requires a comprehensive analysis, namely to understand how employee development improves performance at CV Balon Jaya in Tangerang. According to Abdussamad (2021:90) a case study is a form of research that investigates in depth an individual, group, organization, activity program, or other entity over a period of time. The main goal is to obtain a comprehensive and in-depth description of the subject, and to produce data that is then analyzed to develop a theory. As in qualitative data collection methods in general, data for case studies are usually collected through interviews, observations, and archival searches. The case study approach can be applied in various fields of research, including regional planning, public administration, public policy, management science, and education. Case studies allow researchers to maintain holistic and significant aspects of real-life events. The main advantage of the case study approach is its ability to thoroughly engage with various types of evidence, from documents, equipment, interviews, to observations. Data analysis in qualitative research begins before entering the field, while in the field, and is completed after leaving the field. However, in qualitative research, data analysis is more emphasized in the period in the field, along with the data collection process (Abdussamad, 2021:160).



Source: Miles and Huberman, (1992:16)

Figure 1. Data Analysis Flowchart

### RESULT

The informants in this study include HRD, PIC from each division, and staff from each division, with a total of 10 respondents. The following is the informant data used in this study:

Table 1. Informant Data

No	Position	Gender	Age
1	<i>Human Resource Development</i>	Female	30 Th
2	PIC Decoration	Female	26 Th
3	PIC Admin	Female	27 Th
4	PIC Production	Female	23 Th
5	Staff Decoration	Male	25 Th
6	Staff Decoration	Male	28 Th
7	Staff Admin	Female	23 Th
8	Staff Admin	Female	22 Th
9	Staff Production	Female	23 Th
10	Staff Production	Female	23 Th

Source: Data Processed 2025

The frequency of this answer will discuss the views or assessments of the sources in general, which are based on data obtained through interviews with 9 sources. The following is the frequency of answers from the interview:

Table 2. Frequency of Source Answers

No	Indicator Performance	Evaluation				
		SB	B	R	TB	STB
1	Quantity I	1	8	0	0	0
	Quantity II	1	7	1	0	0
2	Quality I	2	6	1	0	0
	Quality II	1	2	6	0	0
3	Punctuality I	7	2	0	0	0
	Punctuality II	4	4	1	0	0
4	Presence I	4	5	0	0	0
	Presence II	4	5	0	0	0
5	Cooperation I	5	3	1	0	0
	Cooperation II	6	3	0	0	0
<b>Total</b>		35	45	10	0	0
<b>Percentage (%)</b>		39,9	50	11,1	0,0	0,0

Source: Interview Results 2025

Based on the calculation results, respondents who answered strongly agree (SB) were 38.9% of 9 people, agree (B) were 50% of 9 people, doubt (R) were 11.1% of 9 people, disagree (TB) was NIL, and strongly disagree (STB) was NIL. From these data, an average assessment of 4.28 was obtained, which indicates that the performance of CV Balon Jaya employees is generally good.

### **Focus Group Discussion (FGD) Results**

In this study, researchers compiled and submitted several general questions related to employee performance as part of the data collection process. These questions were discussed through Focus Group Discussion (FGD) activities involving a number of employee representatives from CV Balon Jaya.

1. Is the quantity of your work in accordance with the set target?

Conclusion: From the participants' statements, it can be concluded that in general the quantity of work is in accordance with the company's targets, both in terms of production and customer service. However, the effectiveness of achieving targets is also influenced by product complexity and order volume.

2. Do you feel that there is sufficient support to achieve the quantity of work expected by the company?

Conclusion: From the participant's statement, it can be concluded that the company has provided adequate operational support, both in the form of work equipment and effective division of work teams, making it easier for employees to achieve the target quantity of work optimally.

3. Is the quality of your work in accordance with the set target?

Conclusion: From the participant's statement, it can be concluded that the company has a fairly strong operational quality standard. Both in terms of technical production and customer service, the quality of work is systematically monitored and maintained to ensure that it remains in accordance with the expectations of the company and customers.

4. Do you often feel that your work contains errors that can affect the quality of the work results?

Conclusion: From the participant's statement, it can be concluded that although there is still potential for errors in the work process, the company has encouraged a work culture that is meticulous, mutually coordinated, and has a clear improvement mechanism. The cross-checking system, cross-team coordination, and communication with customers are the main keys to maintaining high quality work results.

5. Have you completed your work on time?

Conclusion: From the participants' statements, it can be concluded that employees are generally able to complete tasks on time. The main supporting factors are good time management, clear division of tasks, and effective team coordination, especially when dealing with orders with a high level of urgency.

Are you able to manage your time well so that you can complete your work on time?

Conclusion: From the participants' statements, it can be concluded that good time management is one of the main strengths of the team. This is supported by the shift work structure, H-1 planning, and effective division of tasks, so that employees are able to complete orders on time without sacrificing service quality.

1. Have you been present at the office according to the attendance requirements?

Conclusion: From the participants' statements, it can be concluded that the level of punctuality of employee attendance is very high, both because of the support of the company's mess facilities and the location of the residence which is close to the work location. This shows that the company has made efforts to provide logistical support to maximize employee discipline in terms of attendance.

2. Are you able to maintain a low level of absence and rarely leave work without a clear reason?

Conclusion: From the participants' statements, it can be concluded that employees have a low level of absence and a professional attitude in submitting permission, prioritizing coordination and compliance with internal procedures. This shows that there is a disciplined and responsible work culture in the company environment.

3. Have you collaborated with coworkers at all times?

Conclusion: From the participants' statements, it can be concluded that employees in the company have high cooperation skills, supported by clear division of tasks, smooth communication between shifts, and an attitude of mutual support between team members and between divisions. This condition indicates a positive collaborative culture in the work environment.

4. Do you feel that you are actively helping coworkers in completing tasks and achieving common goals?

Conclusion: From the participants' statements, it can be concluded that the level of contribution and active participation of employees in the team is very high. This reflects a collaborative work culture and a sense of shared responsibility to achieve the company's targets

#### **Interview Results with Resource Persons (Leaders)**

1. Does the company have SOPs or other provisions related to performance?

Based on the results of the interview, it can be concluded that currently at CV Balon Jaya there are SOPs and provisions that regulate how to work, including the quality standards of production results owned by CV Balon Jaya.

2. Have you ever conducted an employee work evaluation?

Based on the results of the interview, it can be concluded that employee performance evaluation is very necessary as a parameter to measure their performance results. At CV Balon Jaya, performance evaluations are usually conducted once a year as a formality, and once a month if there is a decline in performance in certain employees

3. In your opinion, do employees experience difficulties in carrying out their duties and responsibilities?

Based on the results of the interview, it can be concluded that overall there are no significant difficulties. However, each project or production has its

own difficulties and challenges. These difficulties are often influenced by the situation, such as when production or projects are increasing, which is usually an obstacle for employees

In your opinion, what is the performance of employees at CV Balon Jaya Tangerang?

Based on the results of the interview, it can be concluded that so far the performance of employees at CV Balon Jaya is relatively good, considering every SOP that is applied and the standards and regulations that exist. As long as employees follow the regulations set by the company, their performance is already quite good

1. In your opinion, does employee performance need to be improved?

Based on the results of the interview, it can be concluded that every year the company certainly sets targets, and it is hoped that each employee can improve their hard skills and soft skills. Given the changing times, progress is a must. Therefore, mental, emotional, hard skill and soft skill readiness must be possessed by employees at CV Balon Jaya

2. What efforts have been made to improve employee performance at CV Balon Jaya?

Based on the results of the interview, it can be concluded that at CV Balon Jaya, to improve employee performance, the company provides training that is tailored to the needs of each division and employee. For example, if employee A needs leadership training, while employee B needs training on product knowledge, the company provides training according to those needs. In addition, appreciation is also given as an effort to improve employee performance.

3. In your opinion, what are the obstacles in improving employee performance at CV Balon Jaya Tangerang?

Based on the results of the interview, it can be concluded that according to the company management's view, one of the obstacles in improving employee performance is when the employee experiences difficulties, because each employee has different abilities. For example, even though the company provides training A and B, the results can be different, which is an obstacle in achieving or producing the desired results. For example, if employee A has a KPI potential of 80 and employee B has a KPI potential of 70, this is more related to the potential of each employee, although in fact the potential can still be improved.

4. In your opinion, how effective is the work improvement that has been carried out by the company?

Based on the results of the interview, it can be concluded that so far it has been very effective because improving employee performance can smooth the company's workflow, so there are no obstacles. If there are obstacles, they can be communicated well, and with the presence of quality workers, the results produced will also be of high quality.

### **Results of Interviews with Sources (Employees)**

Have you ever read SOP and other existing provisions?

Based on the interview results, it can be concluded that all employees have read the SOP, because they have an obligation to understand and carry out every task or work activity in accordance with the procedures set out in the SOP.

1. Have you worked in accordance with the SOP and other existing provisions?

Based on the interview results, it can be concluded that all employees strive to carry out every activity or work in accordance with the applicable SOP. If a case or problem arises that is considered inappropriate, a discussion will first be held with the superior to determine the most appropriate handling steps.

2. How many times have you made mistakes in the past 1 year?

Based on the interview results, it can be concluded that mistakes still occur in all employees, which are caused by factors such as negligence in working. Some employees even make mistakes up to 10 times.

3. Have you ever attended an event/agenda related to self-development?

Based on the interview results, it can be concluded that all employees have attended activities or training organized by the company, which aim to develop and improve performance according to their respective divisions.

4. How many times have you participated in performance development activities? What are they?

Based on the interview results, it can be concluded that most employees have participated in more than two training sessions, including mandatory training, in the form of socialization, discussions, and other activities.

5. Have you experienced any obstacles in your efforts to improve your performance?

Based on the interview results, it can be concluded that there are still several obstacles, both in terms of material and time, in efforts to improve your performance. However, these obstacles do not have a significant impact on achieving training targets.

6. Do the performance improvement efforts you receive affect your performance?

Based on the interview results, it can be concluded that overall, performance improvement efforts have a positive impact on employees and the company. In addition to increasing employee confidence, customer complaints and the number of errors also tend to decrease.

### **DISCUSSION**

Employee performance evaluation is carried out consistently and continuously. Assessments must be carried out at least once a year, while routine or monthly evaluations are carried out proportionally based on the results of team briefings in each division. Monthly evaluations are more directed at development through learning from mistakes that occur, while annual evaluations focus on a comprehensive assessment of general performance.

Overall, employee performance is quite good, but service quality has never reached an optimal level. This is because the service must always adapt to changing customer needs for balloon decoration services. In addition, there are still mistakes made by all employees, which generally occur due to a lack of thoroughness in working. On the other hand, all employees have read the SOP and strive to carry out every activity or job in accordance with the applicable SOP. If a case or problem arises that is considered inappropriate, a discussion will first be held with the superior. Obstacles in every work activity are something that cannot be avoided, both by new employees and those who have worked for a long time, considering that customer needs in terms of service continue to change and are dynamic. Even so, the level of difficulty that exists can still be managed well so that it does not cause a significant decrease in service quality. Therefore, efforts to improve employee performance are not only a necessity, but have become a must for companies engaged in the service sector. Along with the development of the era and competition with competitors demanding better and different services than before, so that improvements in performance and quality of service need to be carried out continuously. CV Balon Jaya has implemented various programs and activities several times to improve employee performance, both through mandatory training and activities to update understanding of products, services, and conducting joint discussions. Several obstacles are still found in the implementation of efforts to improve employee performance, both in terms of the number of participants, availability of time, and location. However, CV Balon Jaya understands these conditions and continues to seek various improvement steps and alternative solutions to maximize the effectiveness of training. However, overall efforts to improve employee performance have been quite effective and have had a positive impact on both employees and the company. This can be seen from the decrease in the number of errors and the decrease in complaints from customers regarding the services provided.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study was conducted with the aim of determining employee performance, efforts to improve employee performance, and obstacles in improving employee performance at CV Balon Jaya Tangerang. Based on the data obtained and the discussion in the previous chapter, the following conclusions can be drawn:

1. Employee performance is quite good with an average value given by the informant of 4.28, but the quality of service has never reached an optimal level. This is because the service must always adapt to changes in customer needs for balloon decoration services. In addition, there are still mistakes made by all employees, which generally occur due to lack of accuracy in working.
2. Improving performance and service quality needs to be done continuously. CV Balon Jaya has implemented various programs and activities several times to improve employee performance, both through mandatory training and activities to update understanding of products, services, and conducting joint discussions.

3. Several obstacles are still found in implementing efforts to improve employee performance, both in terms of the number of participants, availability of time, and location. However, CV Balon Jaya understands these conditions and continues to seek various improvement steps and alternative solutions to maximize the effectiveness of training.

### **Suggestions**

Suggestions that can be submitted are:

1. The company can evaluate employee performance through the implementation of training programs, so that employee performance can be improved optimally.
2. The company can strive and optimize the implementation of organizational culture and the use of technology to support the maximum improvement of employee performance.
3. The company can evaluate various operational constraints that may have an impact on employee performance, and design a more flexible and responsive service strategy so that customer service continues to run optimally.

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