

AN ANALYSIS OF EMPLOYEE SERVICE PERFORMANCE OF PT FUJI SEAT INDONESIA

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ARTICLE INFO

Keywords:

Service Performance.

Employee

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ABSTRACT

Employee service performance is one of the important factors to achieve company goals. Good service performance is needed so that the entire service process carried out by employees supports the achievement of the company's vision. Employees must be truly competent in their fields, able to serve optimally and be able to serve the needs of internal and external customers well. The purpose of this study is to explain the service performance of employees, both to superiors, subordinates, colleagues, and external customers at PT Fuji Seat Indonesia, by existing procedures in the company. It is hoped that the results of this study can evaluate the service performance of employees so far and can improve service performance in the future optimally. The research method uses a quantitative descriptive approach, the sample is 101 employees of PT Fuji Seat Indonesia, and primary data is collected through questionnaires. Furthermore, the data were analyzed using factor analysis. The results of the study indicate that the factors that affect the service performance of employees at PT Fuji Seat Indonesia consist of interpersonal impact factors with members of this factor, namely feelings of pleasure, leadership motivation, leadership appreciation, and completing work without waiting for orders; timeliness factor with the members of this factor is punctuality, time discipline level, service process, and load fulfillment; and the need for supervision factor with members of this factor, namely target achievement and leadership support.

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1. INTRODUCTION

The developments that occurred in the increasingly rapid Society 5.0 era had an impact on the rapid development of business, especially in Indonesia. The rapid development of business in Indonesia is shown by the increase in business people and companies in various fields where business is essentially a service (every business is a service business) [1]. Intense competition between businesses/companies causes the perpetrators to pay attention to the development of the quality of their human resources (human resources) [2]. Human resources are an important asset for the sustainability of a business which is expected to encourage the growth and performance of the company to generate maximum profit for the company [3].

PT Fuji Seat Indonesia is one of the companies engaged in automotive manufacturing from Japan (PMA) with the production of car seats. This company cooperates with PT Astra Daihatsu Indonesia and Toyota. As a company with a broad marketing target and known for the best quality results in its field, having qualified human resources is an important factor for its sustainability. HR with good performance has a significant impact on the company's performance.

The company's efforts to improve the quality of human resources are by paying attention to their performance. Research by Pettalolo [4], explains that employee work ability has a significant effect on employee performance with job satisfaction and work discipline being able to control employee performance up to 72.99%. Research by Hosseini et al., [5] explains that direct experience of service performance consists of three main components, namely interaction, environment, and results. Meanwhile, according to Islamiyah et al. [6], employee performance consists of five indicators, namely quality, quantity, timeliness, effectiveness, and work commitment which as a whole have a simultaneous effect on service quality.

The role of employee service performance is very important to support the success of every company, especially in PT. Fuji Seat Indonesia which is engaged in the automotive sector, there are several

problems in the production line related to the quality of the goods produced to meet consumer needs, the problem that occurs in the production line is employee performance services, which are related to the results of the production process. There are reports of problems from the customer, the goods produced are not by the needs of consumers. The production process that produces NG goods is influenced by the way employees work which is not following the standard operating procedures (SOPs) that exist within the company.

This study aims to analyze the service performance of employees at PT Fuji Seat Indonesia. In addition, the company can continue to compete and maintain its viability and profitability of the company. One of the strategies that can support success in the automotive business is trying to satisfy the needs of consumers of high service quality which is seen in high performance in the performance of existing services. The problem of service is not a complicated thing, but if this is not paid attention to it can lead to things that are vulnerable because it is very sensitive

2. LITERATURE REVIEW

Performance is defined as the result of one's work in achieving a goal to meet needs through the activities of another person [7]. Employee performance is the company's benchmark in assessing its employees Widjaja [2] which is measured based on several factors, including professionalism, leadership, and the authority of the board of directors [7]. In another definition, it is explained that performance is the implementation of all functions as demands from individuals with the aim that performance can exceed the expectations set [8]. Furthermore, the theory of service performance has five dimensions, namely the organizational structure dimension, the management policy dimension, the human resource dimension, the management information system dimension, and infrastructure [3].

Service performance has a significant influence on brand association features where better and higher service performance enhances a more positive and appropriate service image to be formed in the minds of consumers. One of the efforts that can be done is by preparing programs and prospects in the field of interest, modifying and evaluating programs where the communication management system with customers is a positive important step in improving service performance. This system can improve feedback and extract information from customers. Thus, based on an evaluation that shows the superior value of a business as well as its weaknesses, it can be used as a step to take action in solving problems and improving the quality and performance of services in the future [5].

Morgan and Murgatroyd (1997) Sufiana [9] describe three components of service performance balance, including aspects of interpersonal components, environmental procedures, and process components. Then [8] describes five dimensions of service performance that can be measured through aspects of Quality, Quantity, Timeliness, Cost-effectiveness, Need for supervision, and Interpersonal impact.

1. Quality is defined as the level of success in a step to achieve the expected goals.
2. Quantity is the number of results that can be counted.
3. Timeliness is the timeline or length of a process to be completed by taking into account the factors that can support the implementation of these activities.
4. Cost-effectiveness is defined as the utilization of existing resources within a company to obtain maximum results and minimize the possibility of experiencing losses.
5. The need for supervision is a condition where work can be completed even without supervision by superiors or authorized individuals.
6. The interpersonal impact is defined as the ability of employees to maintain a good name, integrity, and solidarity among co-workers.

According to Morgan and Murgatroyd (1997) Sulfiana [9], there is a concept, namely interpersonal components, environmental procedures and process components, and professional technical components which are collectively called the triangle of service quality.

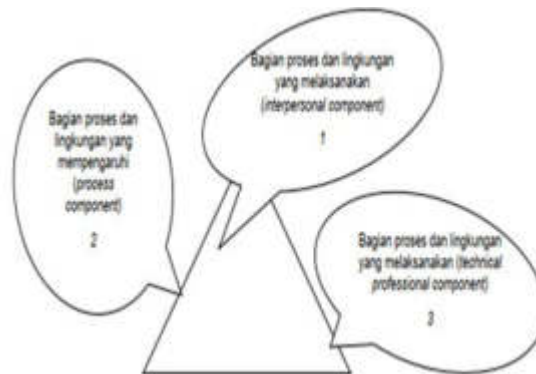


Figure 1. The Triangel of Service Quality
Source: Morgan and Murgatroyd (1997) Sulfiana [9].

Based on the explanation above, employee performance can be measured based on several factors, including job satisfaction, work discipline, professionalism, leadership, and the authority of the board of directors.

3. METHOD

The methods of this research use a quantitative descriptive approach. The research sample was 101 employees of PT Fuji Seat Indonesia with primary data collected through questionnaires. Semantic differential scale data was then analyzed using factor analysis.

Factor analysis is the study of interdependence between variables to find a new set of variables that are fewer in number than the original variables and show the same thing among common factors, the original variable [10]. Factor analysis groups a large number of variables into a set of factors with more or less the same properties and characteristics for easier processing. Grouping is done by measuring the correlation of a set of variables and placing the highly correlated variable on one factor and the less correlated variable on another factor.

Fadli, et al [11] describes the most important factor analysis steps, namely (1) data transformation from ordinal data to interval data (in this study the data came from the semantic deferential scale so that no transformation was needed); (2) Calculating KMO, Bartlett test and Anti-Image; (3) Performing the first stage component matrix analysis followed by rotation if the loading factor is < 0.5 and is not homogeneous; (4) Perform component matrix analysis in the next stage until the data is declared homogeneous; and (5) Explaining the components of the matrix formed and their respective roles according to the research theme by taking into account the initial eigenvalues and total variance explained..

4. RESULT AND DISCUSSION

Overview of Research Sites

The establishment of PT. Fuji Seat Indonesia, in November 2015 PT Fuji Meiwa located in Depok to produce xenia and Avanza car seats, and in November 2016 PT. Fuji Meiwa Mass Production D99B is a car seat for Terios and rush cars. Due to the rapid development of the automotive industry, in March 2007 PT. Fuji Seat Indonesia which is located at Sunter Plant Jakarta, in November 2008 PT. Fuji Seat Indonesia mass production for grand max and luxury car seats, in August 2009 PT. Fuji Seat Indonesia merged with PT. Fuji Meiwa for mass production D14N, in January 2011 PT. Fuji Seat Indonesia opened a new plant in the West Karawang area and in June carried out construction on the Karawang International Industrial City (KIIC) Plant, the rapid development of the automotive world PT. Fuji Seat Indonesia re-established PT. Fuji Seat Indonesia Suryacipta Plant in February 2015 and in January 2016 the construction of the Surya Cipta Plant was completed.

Factor Analysis

Factor analysis in this study used the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. This index aims to examine the accuracy of the use of factor analysis. If the KMO value is between 0.5 and 1 and the significance of Bartlett's Test of Sphericity is less than the significance level used, it means that factor analysis is appropriate. The following are the results of KMO and Bartlett's Test of Sphericity (Table 1).

Table 1. The result of *KMO and Bartlett's Test of Sphericity*

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.614
Bartlett's Test	Approx. Chi-Square		43.268
of Sphericity	Df		45
	Sig.		.546

Table 2. *Anti-Image Analysis*

Indicator	Anti-Image	Critical Value	Desc
Proses pelayanan	0,557	0,5	Valid
Pencapaian target	0,493	0,5	Valid
Pemenuhan beban	0,67	0,5	Valid
Tepat waktu	0,662	0,5	Valid
Tingkat disiplin waktu	0,656	0,5	Valid
Menyelesaikan jobdesc tanpa menunggu perintah	0,553	0,5	Valid
Motivasi pimpinan	0,617	0,5	Valid
Dukungan pimpinan	0,636	0,5	Valid
Apresiasi pimpinan	0,608	0,5	Valid
Perasaan senang	0,679	0,5	Valid

Table 1 shows that the KMO value is 0.614, Bartlett's Test of Sphericity value is 43,268, and the sig value. that is 0.546. Based on these results, it is concluded that factor analysis is appropriate to use to simplify the set of 10 variables.

Table 2 shows that 10 indicators have an MSA value > 0.5 so that further analysis can be carried out. These indicators are presented in Table 2.

The variables that have been determined are then selected and the calculated correlations meet the requirements for the next analysis step. After that, the arrangement of factors to find the basic structure in the relationship between the initial variables. The method used in the formation of factors is the principal component analysis method.

Table 3. *Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.599	25.993	25.993	2.599	25.993	25.993
2	1.561	15.614	41.607	1.561	15.614	41.607
3	1.231	12.311	53.918	1.231	12.311	53.918
4	.993	9.929	63.848			
5	.895	8.952	72.799			
6	.758	7.581	80.380			
7	.668	6.679	87.059			
8	.505	5.045	92.104			
9	.434	4.337	96.441			
10	.356	3.559	100.000			

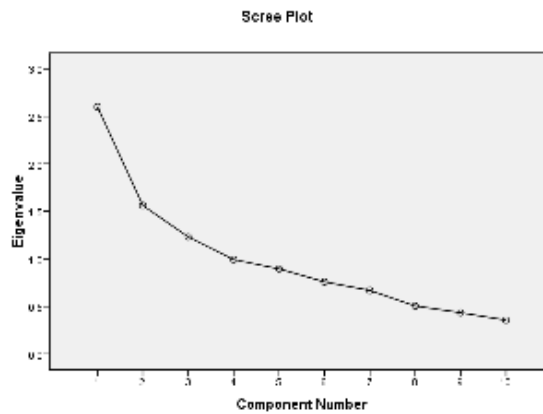


Figure 2. Scree Plot

The first criterion is the eigenvalues. Based on Table 3, the eigenvalues are greater than 1 for 1 factor, 2 factors, and 3 factors. With this criterion, the number of factors used is 3 factors.

The second criterion is the determination based on the percentage value of the total variance which can be explained by the number of factors to be formed, by extracting the initial variables into 3 factors which have resulted in a cumulative total variance of 53.918% so that it can be stopped and has met the second criterion.

The third criterion is based on the scree plot as shown in Figure 1 that the scree plot starts to flatten on the extraction of the initial variables into 3 factors. From the combination of the three criteria, it is concluded that the first part of the sample produces a total of 3 factors.

Next is commonality. Commonality is the amount of variance of a variable that can be explained by the existing factors. The following are the results of the analysis related to commonality.

Table 4. Communities

Communalities	Initial	Extraction
Proses Pelayanan	1.000	.545
Pencapaian Target	1.000	.563
Pemenuhan Beban	1.000	.551
Tepat Waktu	1.000	.579
Tingkat Disiplin Waktu	1.000	.591
Menyelesaikan Jobdesc Tanpa Menunggu Perintah	1.000	.438
Motivasi Pimpinan	1.000	.572
Dukungan Pimpinan	1.000	.530
Apresiasi Pimpinan	1.000	.384
Perasaan Senang	1.000	.640

Extraction Method: Principal Component Analysis.

Once it is known that 3 factors are the most optimal number, the component matrix table shows the distribution of the 10 variables in the 3 formed factors, while the numbers in the table are factor loadings, which shows the large correlation between a variable and factor 1, factor 2, and factor 3. The process of determining which variable will be included in which factor is done by comparing the magnitude of the correlation of each row. The following is the result of the component matrix analysis.

Table 5. Component Matrix

Component Matrix ^a	Component		
	Faktor 1	Faktor 2	Faktor 3
Pemenuhan Beban	.727	.148	-.024
Motivasi Pimpinan	.565	-.439	.245
Perasaan Senang	.541	-.503	-.307
Menyelesaikan Jobdesc Tanpa Menunggu Perintah	.520	-.321	.253
Tepat Waktu	.491	.481	-.326
Proses Pelayanan	.452	.559	-.169
Apresiasi Pimpinan	.320	-.530	-.008
Dukungan Pimpinan	.377	.294	.549
Tingkat Disiplin Waktu	.542	.043	-.543
Pencapaian Target	.453	.278	.530

Extraction Method: Principal Component Analysis.
 a. 3 components extracted.

The next step is rotation. The rotation process in the results of this study aims to obtain factors with a factor loading that is clear enough for interpretation. The rotational component matrix (rotated component matrix) is a correlation matrix that shows the distribution of variables that is clearer and more significant than the component matrix. The following is the result of the rotation process analysis.

Table 6. *Rotated Component Matrix*

Rotated Component Matrix	Component		
	1	2	3
Perasaan Senang	.726	.263	-.211
Motivasi Pimpinan	.702	.001	.280
Apresiasi Pimpinan	.613	-.062	-.067
Menyelesaikan Jobdesc Tanpa Menunggu Perintah	.583	.029	.311
Tepat Waktu	-.067	.749	.117
Tingkat Disiplin Waktu	.299	.678	-.203
Proses Pelayanan	-.149	.675	.258
Pemenuhan Beban	.346	.560	.343
Pencapaian Target	.084	.138	.733
Dukungan Pimpinan	.023	.086	.723

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 5 iterations.

The next step is to determine the significance of the factor loading value to determine the grouping of variables into the appropriate factors. The interpretation of all factor loadings is considered significant if the value is 0.55 or more. Based on table 5, it is known that the value of "Interpersonal impact" has the highest factor loading value in factor 1 which is 0.726 while factors 2 and 3 have a small value. The variable "Leadership Motivation (Need for supervision)" has the highest factor loading value in factor 1, namely 0.702, while factors 2 and 3 have a small value. This interpretation applies in determining the other variables.

The variable "Timeliness" has the highest factor loading value at factor 2, which is 0.749 while factors 1 and 3 have a small value. The variable "Level of Time Discipline (Timeliness)" has the highest factor loading value at factor 2, which is 0.678 while factors 1 and 3 have a small value. This is true in the interpretation of other variables.

The variable "Achieving Target (Quantity)" has the highest factor loading value at factor 3, namely 0.733, while factors 1 and 2 have a small value. Likewise, the variable "Need for supervision" has the highest factor loading value at factor 3, namely 0.723, while factors 1 and 2 have a small value.

After forming the factors, each of which consists of the variables studied, then the naming of the factors is carried out based on the characteristics that match the members.

1. Factor 1
Members of this factor are feelings of pleasure, leadership motivation, leadership appreciation, and completing work without waiting for orders. By generalizing the 4 variables, factor 1 is then called interpersonal impact.
2. Factor 2
The members of this factor are punctuality, time discipline level, service process, and load fulfillment. By generalizing the 4 variables, factor 2 is then called timeliness.
3. Factor 3
Members of this factor are target achievement and leadership support. By generalizing the two variables, factor 3 is then called a need for supervision.

Employee Service Performance

Respondents' responses regarding the service performance of employees at PT Fuji Seat Indonesia are quite good. This is based on 18 statements given to 101 respondents or 1,818 statements, of which 983 statements or 54.07% answered very well and 751 statements or 41.3% said good.

Based on the results of the analysis using factor analysis obtained 3 factors that affect the service performance of employees at PT Fuji Seat Indonesia. These factors are interpersonal impact factors with members of this factor, namely feelings of pleasure, leadership motivation, leadership appreciation, and completing work without waiting for orders; timeliness factor with the members of this factor is punctuality, time discipline level, service process, and load fulfillment; and the need for supervision factor with members of this factor, namely target achievement and leadership support.

The first factor that affects employee service performance is interpersonal impact. The impact of interpersonal in a company gives employees the right atmosphere to communicate and contribute to themselves to achieve the company's development goals [12]. Prosperous employees in the company where they work show that productivity tends to be stable and even increases well. Employees with good welfare are characterized by feelings of pleasure in carrying out their work [13].

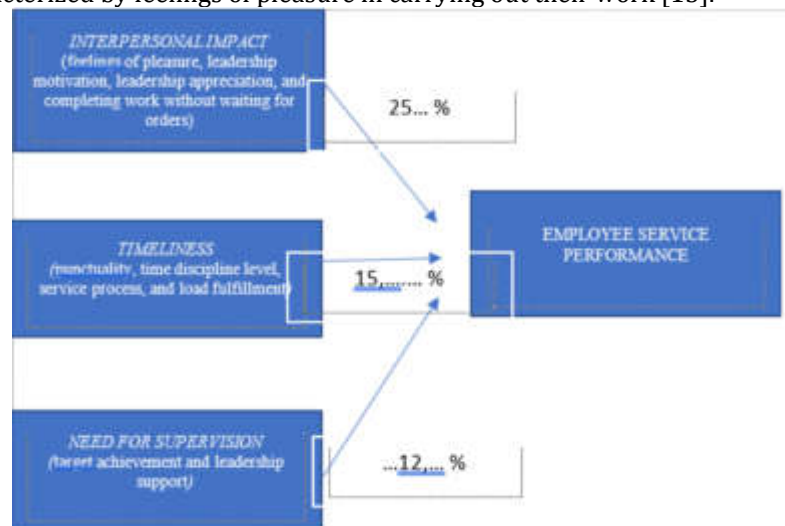


Figure 3. Conceptual Framework

The next factor is time / Punctuality related to quantitative measures so that it is called on time which determines how quickly the work can be completed [14]. Kurniawan & Nurmasari [15] explain that employees can complete all their work in a fast time and following the certainty of a well-defined time. This is due to good cooperation so that it can meet the workload of a company.

The third factor that can affect employee service performance is the need for supervision. Supervision for employees is carried out by superiors who are responsible for their fields. The level of supervision is identical to the inspection and supervision of leaders of their subordinates. A company needs

supervision to ensure that goals are achieved so the leader's job is to find a balance between company regulations and personal freedom or find the right level of supervision [16]. Research by Hannang et al., [16] explained that supervision can be in the form of counseling with experts in their fields and discussion activities as a forum for employees to express their opinions related to their work. Work results must be obtained through supervisory activities so that the results obtained are efficient and effective.

5. CONCLUSION

This study uses factor analysis as the method used to analyze employee service performance. As the results of the study indicate that the factors that affect the service performance of employees at PT Fuji Seat Indonesia consist of interpersonal impact factors with members of these factors, namely feelings of pleasure, leadership motivation, leadership appreciation, and completing work without waiting for orders; timeliness factor with the members of this factor is punctuality, time discipline level, service process, and load fulfillment; and the need for supervision factor with members of this factor, namely target achievement and leadership support.

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