



## Implementation of Deming Model-Based Performance Management on PT Berkah Travel Pamedan

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**Abstract.** *The purpose of this study is to describe the implementation of performance management based on the Deming model at PT Berkah Travel Pamedan. Using a descriptive method with a qualitative approach, data collection was conducted through observation and interviews. The sample was selected through purposive sampling, with key staff of PT Berkah Travel Pamedan as the primary informants. The findings reveal that the implementation of performance management based on the Deming model has been carried out effectively. At the Plan stage, employees are trained to understand their responsibilities by utilizing systems provided by the airlines to support operational activities. At the Do stage, operations rely on the integrated online systems of the airlines. At the Check stage, performance monitoring is conducted through a report system that automatically records all employee activities. Lastly, at the Act stage, the company applies corrective actions, such as issuing warnings, to address errors or declines in employee performance, ensuring continuous improvement in operational effectiveness.*

**Keywords:** *Performance Management, Deming Model, Employees.*

### 1. INTRODUCTION

In the era of globalization and increasingly fierce business competition, the private sector is faced with the challenge of maintaining operational sustainability to ensure that its management practices are able to have a long-term positive impact on the company and consumers. The ability of management to manage the performance of its subordinates will have a direct impact on the performance of the organization as a whole (Abdullah, 2014). Employee performance is an important component in achieving company goals. Every public sector and non-public sector company always hopes that all employees are able to show optimal performance so that they can make the best contribution to the company. In other words, business continuity is highly dependent on the quality of employee work. According to Costello in (Wibowo, 2014), by linking the work of managers and employees with the overall mission of the work unit makes performance management an important element in supporting the achievement of organizational goals.

Based on the background above, researchers are interested in conducting research on companies that protect *travel* services (*Travel*), namely PT Berkah Travel. PT Berkah Travel Pamedan, a company engaged in the travel services sector, has been established since 2007 with a focus on domestic flight services for customers who want to book airline tickets earlier and faster without having to come directly to the airport. As a company that interacts directly

with major airlines, PT Berkah Travel Pamedan is faced with a number of challenges such as the dynamics of market demand, efforts to achieve service targets without overburdening employees, and ensuring operations that comply with airline technology and system standards. In facing these challenges, the implementation of a structured and timely performance management model is a necessity for PT Berkah Travel Pamedan to ensure every employee has an understanding and responsibility for their respective roles.

This article aims to analyze the implementation of Deming Model-based performance management at PT Berkah Travel Pamedan. The Deming model, known as the PDCA (*Plan-Do-Check-Act*) cycle (Abdelkader M. Kholif et al., 2018), has proven effective in various industrial sectors. Research (Smith, 2018) shows that implementing PDCA increases productivity by 25% in the manufacturing sector. Meanwhile, (Tan et al., 2020) found that the PDCA cycle can improve service consistency in the service sector. However, most studies focus more on the manufacturing or service sector with a relatively stable operational structure, so its application in the travel service sector which has market dynamics is still not widely found.

The application of performance management based on the Deming Model at PT Berkah Travel Pamedan is expected to provide theoretical solutions as well as practical solutions that are relevant to the challenges faced by the company, as well as an effort to integrate the principles of sustainability and competitiveness of the company. Through this article, readers are expected to understand the real application of the Deming Model in the travel services sector, as well as gain practical insights related to improving service quality and performance management in similar companies. In addition, is also expected to inspire other companies to adopt a performance management approach that is oriented towards continuous improvement.

## **2. LITERATURE REVIEW**

Performance Management is a method to improve results, both for organizations, groups, and individuals (Subandi, 2021). Performance management involves understanding and managing performance in accordance with predetermined targets, standards, and competencies (Nursam, 2017). According to Cascio in (Hery, 2017) From several definitions of management given by experts, it can be concluded that management includes three aspects, namely:

- a. Management as a process
- b. The existence of a predetermined goal
- c. Achieve goals effectively and efficiently

The word performance stands for work energy kinetics whose equivalent in English is performance, which is often Indonesianized into the word performance. (Wirawan, 2009).

### **Deming Model**

The Deming Model, as described in this document, is a quality management approach developed from the theories of Edward Deming, who is best known for his impact on the revitalization of the Japanese economy post-World War II. The model focuses on the cause-and-effect relationships among seven key concepts adapted from Deming's "14 Points". (Fisher et al., 2005) These concepts are:

- a. *Visionary Leadership*: Steers the organization towards holistic quality improvement.
- b. *Internal and External Cooperation*: Prioritizes collaboration both inside and outside the organization.
- c. *Learning*: Promotes competency development and continuous learning.
- d. *Process Management*: Controlling and improving work processes using statistical approaches.
- e. *Continuous Improvement*: Focus on innovation and variability reduction.
- f. *Employee Fulfillment*: Emphasizes employee satisfaction and engagement.
- g. *Customer Satisfaction*: The ultimate goal of all quality management efforts.

This model shows that visionary leadership creates a culture of cooperation and learning, which then supports process management. (Satriadi et al., 2022) Good process management supports continuous improvement and employee engagement, which ultimately increases customer satisfaction. requires further measurement to clarify its role in the causal relationship.

The Deming model, often called the PDCA (*Plan-Do-Check-Act*) Cycle, is a management framework that focuses on continuous quality improvement (Nguyen et al., 2020). This model was created by W. Edwards Deming, an important figure in quality management. (Maduretno & Fajri, 2019) The PDCA cycle offers a systematic approach to solving problems, improving processes, and achieving better results in a variety of contexts, both in industry and organizations. The model is based on the principle that improvement is an iterative process that requires continuous evaluation and adaptation. By running this cycle, organizations can improve efficiency, productivity, and customer satisfaction through a structured and data-driven approach (Tsauri, 2014). In PDCA, there are 4 cycles (occurring repeatedly) as follows:

- a. Plan : At this stage, organizations identify problems or areas that require improvement. After that, they plan changes or solutions that can be implemented to address the problem. This stage includes data collection, root cause analysis, and clear goal setting (Alfiah et al., 2020).
- b. Do : The planned solution is then implemented on a small scale. The purpose of this stage is to test the effectiveness of the plan in a controlled situation before it is widely implemented. The results of this stage will be evaluated in the next step.
- c. Check : The organization evaluates the implementation results from the previous stage. The data obtained is analyzed to determine whether the implemented solution was successful in achieving the desired goals. If the results are positive, the solution can be expanded; otherwise, modifications need to be made.
- d. Act (Follow up) : Based on the evaluation, the organization takes further action. If the solution proves effective, it is implemented widely. If not, the cycle starts over with new planning based on lessons learned

### Previous Research

Previous research has shown the success of the PDCA cycle-based Deming Model in improving performance in various sectors. The study on Cafe Senda Gurau (Amella Ryzar et al., 2023) highlights the application of PDCA with simple approaches such as the 5S work culture to improve service and turnover through periodic evaluations. Meanwhile, the study at PT Berkah Travel Pamedan applied PDCA in a more technical context, utilizing airline systems for operational efficiency, employee training, and automated report-based monitoring. The study showed that the PDCA cycle supports continuous improvement through planning, implementation, evaluation, and corrective action. However, Cafe Senda Gurau focuses more on the work culture approach, while PT Berkah Travel emphasizes on technology and training. This comparison is relevant to strengthen the understanding of the application of PDCA in a service context, particularly in the travel sector such as PT Berkah Travel.

### 3. RESEARCH METHODS

This research uses a descriptive method with a qualitative approach which aims to describe the application of deming model-based performance management implementation at PT Berkah Travel Pamedan. Data collection techniques using observation and interviews with a semi-structured format. The sample used in this study used *purposive sampling*, with the informant being the main staff of PT Berkah Travel Pamedan. The data that has been obtained is analyzed using the thematic analysis method, which aims to identify, analyze, and interpret

patterns or themes contained in qualitative data so that patterns that are relevant to the research topic conducted at PT Berkah Travel Pamedan can be understood. Data validity is guaranteed through the application of triangulation techniques, namely by comparing interview results, document analysis, and observation findings.

#### **4. RESULTS AND DISCUSSION**

PT Berkah Travel Pamedan is a *tour and travel* company, especially in domestic flight ticket sales services from airlines such as Garuda, Lion, Group, Citilink, and Sriwijaya so that PT Berkah Travel Pamedan functions as a second party that directly implements the system. The working system at this company uses a platform provided directly by the airline, so the company does not manage its own system. All operational processes such as *booking*, *refund*, and *reschedule* are managed through the airline's system online.

PT Berkah Travel Pamedan provides training for new employees for 3 months to understand the company's work system optimally so that all employees understand their duties through training. Performance checks and monitoring are carried out by utilizing a *report system*, where all employee work is automatically recorded in the airline's system to ensure there are no errors or disruptions in operations. PT Berkah Travel Pamedan takes corrective action based on reprimands when errors or a decline in employee performance is found as a form of corrective action from the leadership. The Deming Model is known through the PDCA Cycle (*Plan-Do-Check-Act*), which provides a systematic framework for resolving problems and improving processes. The following is a detailed explanation of the Deming Model applied by the company:

##### **Planning (*Plan*)**

The company utilizes the system provided directly by the airlines (such as Garuda, Lion Group, Citilink, Sriwijaya) to run its operations. The system has been determined by the airline, so PT Berkah Travel Pamedan functions as a second party that directly implements the system. Employees at PT Berkah Travel Pamedan are also given training related to the system used, from the booking system to other management systems, so that they can carry out their duties efficiently. In this case, PT Berkah Travel Pamedan's planning is more focused on how the company runs the system that has been provided by the airline optimally and ensures all employees understand their duties through training.

## **Implementation (Do)**

The implementation of operations at PT Berkah Travel Pamedan runs by relying on an airline system that has been integrated online, allowing efficiency in the process of booking tickets, changing schedules, and handling customer complaints. This system is directly operated online through a work mechanism that has been determined by the airline and all data related to employee work is recorded and can be monitored through a report system provided by the Company. Work is carried out in a two-shift system, so that tasks related to the system can be continued by other employees to ensure operational continuity continues to run smoothly without a hitch.

PT Berkah Travel Pamedan provides training for new employees, training is given for 3 months to understand the work system. In the early stages they are only given access to simple tasks such as booking tickets, without handling more complex management (such as publishing or changing data). Once employees are deemed capable and experienced then they will be given greater responsibility.

To date, the implementation of the plan has proceeded without any significant problems, although there are still occasional complaints from customers and technical problems that arise such as damage and disruption to the system. Technical problems that occur are immediately reported to the airline because system repairs are fully under the control of the airline. (Rivai et al., 2005) The success of this implementation is also supported by the loyalty of employees who continue to complete urgent work to completion even outside working hours, so that company operations continue without interruption. Therefore, this implementation shows that PT Berkah Travel Pamedan ensures smooth operations through structured collaboration with the airline and efficient division of tasks *within* the company.

## **Check**

At this stage PT Berkah Travel Pamedan conducts checks by utilizing a *report system* where all employee work is automatically recorded in the airline system, including ticket bookings, schedule changes, and other transactions. This report system makes it easy for leaders to monitor employee performance transparently, because every activity carried out will be detected in detail such as names and jobs. This monitoring is useful to ensure there are no errors or disruptions in operations.

Although PT Berkah Travel does not implement a formal evaluation system on a regular basis, monitoring is done through work reports and real results in the field. If an employee is found whose performance has decreased or made a mistake, the leader will give a direct warning as a form of evaluation. This reprimand serves as a reminder so that

employees can correct mistakes and improve their performance (Sagung & Dewi, 2016). Similarly, if there is a technical problem with the operational system, it will be reported to the airline to be handled directly and ensure the complaint is resolved quickly. With this process, the company can effectively maintain the quality of employee performance and operational sustainability.

### **Act**

At this stage PT Berkah Travel Pamedan strives to make continuous improvements and maintain the quality of the company's work. PT Berkah Travel Pamedan takes corrective action based on reprimands if errors or a decrease in employee performance are found as a form of corrective action from the leadership (Ghifary & Nurhayati, 2019). This reprimand is intended so that employees can correct mistakes and not repeat them. Increasing employee loyalty and commitment is done with the hope that employees are able to show their dedication by completing work on time even though it sometimes exceeds the working hour time limit.

To maintain operational balance, the actions taken by PT Berkah Travel Pamedan are to ensure a structured work system, such as a clear division of tasks and rotation of holiday schedules to maintain employee productivity. These actions ensure effective operational continuity and improve work quality on an ongoing basis.

## **5. CONCLUSIONS**

Based on the results of research on the application of Deming Model-based performance management at PT Berkah Travel Pamedan has been implemented. The implementation of Deming Model-based performance management at PT Berkah Travel Pamedan, the company designs planning with a focus on training employees to understand the system and their duties. Operational implementation is carried out with efficient division of tasks through a shift system and monitoring using transparent automated reports. This monitoring is done to ensure the quality of employees' work and minimize errors, while corrective actions focus on continuous training, upskilling, and employee loyalty. Although operations are going well, challenges such as customer complaints and technical glitches in the system still occur. Such technical issues are directly handled by the airline, while internal issues are resolved through reprimands and performance evaluations. With this strategy, PT Berkah Travel Pamedan continues to ensure effective operations and maintain service quality. The suggestions submitted to the leadership of PT Berkah Travel Pamedan are:

1. At the plan stage PT Berkah Travel can expand the planning to not only focus on the implementation of the airline system, but also identify potential technical risks and alternative solutions.
2. At the Do stage, ensure detailed documentation of each operational step to facilitate improvements if needed.
3. Then at the Check stage, PT Berkah Travel can integrate operational reports with a visual dashboard that makes it easy to monitor performance in real time.
4. And at the Act stage, HEIs can make learning notes from the evaluation to improve the next process.

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