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The Influence Of The Implementation Of Operational Management Functions On Employee Performance At Sushi Tei Bandar Lampung

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Abstract

This research aims to determine the effect of implementing operational management functions on employee performance at the Sushi Tei restaurant located in Bandar Lampung. It is important to understand how the implementation of operational management functions impacts employee performance, as employee performance can have a direct impact on the quality of service provided to customers and ultimately on the overall success of the business. The sampling method was total sampling with a sample of 30 Sushi Tei employees in Bandar Lampung. The data collection technique uses a questionnaire whose validity and reliability have been tested. The data analysis technique used is multiple regression, T Test, F Test, and R Squere Test with tools used by the SPSS 25 program. The results of the analysis found that together the implementation of operational management functions has an influence on employee performance of 89.7 %. Based on the results of multiple linear regression analysis, it was found that the application of operational management functions, namely planning, organizing, movement and supervision, positively influences employee performance. In other words, the better the implementation of operational management functions, the better employee performance will be in achieving business goals efficiently.

Keywords: Operational management, employee performance

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INTRODUCTION

The food service industry has been one of the fastest growing sectors of the economy, especially in the last few decades. This growth is driven by various factors, including changes in lifestyle, increasing people's incomes, and globalization. In this context, restaurants have become a very popular business, offering a variety of culinary choices to meet increasingly diverse consumer tastes. However, despite the huge growth potential, the food service industry is also faced with significant challenges. Increasing competition, changing consumer trends, and increasingly high customer expectations are some of the factors that pressure companies in this industry to continue to innovate and improve the quality of their services. In this context, efficient and effective operational management becomes critical to business success in the food service industry.

One approach that has been proven effective in managing company operations is the implementation of operational management functions. These functions, which include planning, organizing, moving, and controlling, play a key role in directing operational activities towards achieving the goals set by the company. In the restaurant context, the application of operational management functions can include aspects such as inventory management, workforce management, operational process design, and quality control, all of which contribute to the overall performance of the company. While the importance of implementing operational management functions is widely recognized, there is still little research that specifically investigates the relationship between implementing these functions and employee performance in the context of the food service industry, especially in Indonesia. Therefore, this research aims to fill this knowledge gap by exploring the influence of implementing operational management functions on employee performance at the Sushi Tei restaurant, located in Bandar Lampung.

Sushi Tei Restaurant was chosen as the research subject because of its wide popularity among the people of Bandar Lampung and its good reputation for serving high quality Japanese dishes. However, like other restaurants, Sushi Tei is also faced with various operational challenges, including inventory management, labor scheduling, and quality control. Therefore, it is important to understand the extent to which the implementation of operational management functions affects employee performance in these restaurants. Through this research, it is hoped that new insights can be found that are useful for Sushi Tei management in improving the performance of their employees so that they can increase customer satisfaction. Apart from that, the results of this research are also expected to provide a significant contribution to operational management

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literature, especially in the context of the food service industry in Indonesia. Thus, this research has broad and important relevance not only for business practitioners, but also for academics and researchers interested in the field of operational management and the food service industry. Based on the description of the problem above, the author is interested in conducting research with the title " The Effect of Implementing Operational Management Functions on Employee Performance at Sushi Tei Bandar Lampung"

LITERATURE REVIEW

Operational Management

Operational management refers to a comprehensive and optimal management method that takes into account aspects such as labor, machines, raw materials, equipment and products that can be turned into tradable goods or services. The study of operational management is important because it is one of the three management functions in an organization or company, along with production, finance and marketing functions. Operational management is also a part of a company that requires significant allocation of funds. The concept of operational management involves company activities in creating goods and services offered to consumers. By applying this concept, all company resources are integrated to produce output that has added value, both in the form of finished goods, semi-finished goods and services (Lavari, 2016). Subagyo (in Rusdiana, 2019) explains that operational management is the application of management science to manage production activities effectively and efficiently.

The management function is a series of tasks or activities that have a special role and support each other to achieve predetermined goals. The following are operational management functions (Faozan Tri Nugroho, 2021):

1. Planning , as one of the management functions, includes the process of setting organizational goals and choosing the best strategy to achieve them . It involves making a decision to select a goal attainment alternative from a variety of available options. Planning is carried out at the level of the organization as a whole and also for each section or division in detail, thereby ensuring consistency in the planning of the entire organization.
2. Organizing involves coordinating resources, tasks and authority among organizational members to achieve goals efficiently and effectively . Usually, companies organize activities based on basic functions, such as marketing, finance, production, administration, and personnel. Each of these functions is organized into a separate

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department or section led by a manager who is responsible to the main director. The organizational structure is adapted to the company's goals and resources, and this process is known as organizational design.

3. Implementation (*actualing*), involves assistance in directing people to work to achieve organizational or company goals. This includes providing direction, influencing others, and motivating them to work. Direction is often considered the most challenging and important management task because it involves direct interaction with humans.
4. Supervision (*controlling*) aims to ensure that the organization's activities are in accordance with predetermined plans. Managers need to continue to monitor the progress of the organization by carrying out four main activities: setting achievement standards, measuring achievements that have been achieved, comparing with achievement standards, and making improvements if there are deviations from the standards that have been set. This process flows back to the planning function for the next cycle.

Employee performance

Performance is work that is successfully carried out by a worker, a management process or an organization as a whole where the results of this work must be shown in concrete and measurable evidence (Sedarmayanti, 2011). According to Hasibuan (2012) Performance is the work results achieved by a person in carrying out the tasks assigned to him which are based on skill, experience and seriousness as well as time. Employee performance in an organization is the answer to the success or failure of the organizational goals that have been set. Employee performance is very necessary, because with this performance it will be known how far the employee's ability is to carry out the tasks assigned to him. By having good employee performance, an organization has good performance in achieving its goals. This means that employee performance is the employee's achievement of the work they carry out (Bintoro & Daryanto, 2017).

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Framework of Thought

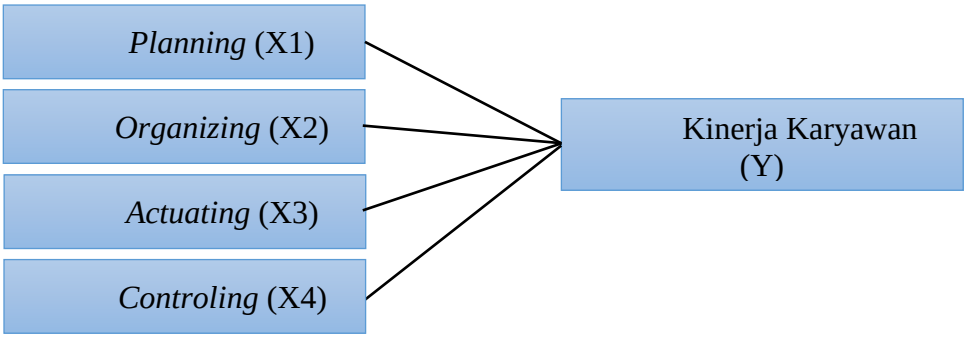


Figure 1. Framework for thinking

Hypothesis

A hypothesis is a temporary answer to the formulation of a problem which has previously been determined and what is needed to carry out testing of its truth which is based on the conceptual framework of research through a framework of thought where it is necessary to carry out testing of its truth using statistical tests. So next, you can formulate a hypothesis that will be implemented, namely:

H1 : It is suspected that the implementation of the operational management *planning function* has a significant positive effect on employee performance at Sushi Tei Bandar Lampung

H2 : It is suspected that the implementation of the operational management *organizing function* has a significant positive effect on the performance of Sushi Tei Bandar Lampung employees

H3 : It is suspected that the implementation of the operational management *actuating function* has a significant positive effect on employee performance at Sushi Tei Bandar Lampung

H4 : It is suspected that the implementation of the operational management *control function* has a significant positive effect on employee performance at Sushi Tei Bandar Lampung

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RESEARCH METHODS

The type of research that the author uses is quantitative research. The population in this study were all 30 employees at Sushi Tei Bandar Lampung . With the sampling method using *total sampling* , that is, the entire research population is used as the research sample, the number of samples in this research is 30 people. The data used in this research is primary data obtained from respondents through questionnaires. Primary data collection was carried out by distributing questionnaires in the form of statements to respondents. Next, the value or score of the alternative answers is determined using a five-level Likert scale with the following gradations (Sugiyono, 2017):

- ✓ Score 5 = Strongly agree
- ✓ Score 4 = Agree
- ✓ Score 3 = Undecided
- ✓ Score 2 = Disagree
- ✓ Score 1 = Strongly disagree

The variables used in this research consist of the independent variable , namely the operational management function, the dependent variable , namely Employee Performance. The following is the operational definition of research variables and indicators:

No.	Variable	Operational Definition	Indicator
1	*Planning* (X1)	According to Suhardi (2018), planning *is* a process that involves efforts made to anticipate future trends by determining appropriate strategies and tactics to realize organizational targets and goals.	1. Determine company goals and targets. 2. Develop a strategy to achieve it. 3. Determine the various resources that may be needed. 4. Determine standards of success during the process of achieving these goals.

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2.	*Organizing* (X2)	Organizing *is* a process that concerns how the strategies and tactics that have been formulated in planning are designed within an organizational structure (Suhardi, 2018).	1. Determine the company structure according to responsibilities and lines of authority. 2. Tasks are carried out with their respective specialties. 3. There is transparency and clear division of tasks. 4. Each worker understands their respective duties.
3	*Actuating* (X3)	*Actuating* (directing) is the process of implementing a program so that it can be carried out by all parties in an organization or company, as well as a motivating process so that all parties can carry out their duties and responsibilities with full awareness and high productivity (Suhardi, 2018).	1. Guidance and providing motivation to workers. 2. Disseminate duties and all policies clearly. 3. Routine explanation of job duties.
4	*Controlling* (X4)	*Controlling* (control/supervision) is a process carried out to ensure that the entire series of activities that have been planned, organized and implemented can run in accordance with the targets or	1. Supervise each activity so that it complies with established standard operating procedures (SOP).

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		objectives that have been set (Suhardi, 2018).	2. Clarification and checking of errors that occur. 3. Evaluate targets according to established company goal standards. 4. Providing alternative solutions to existing deviations.
5	Employee performance (Y)	Employee performance can be measured using employee perceptions of the quality of work produced as well as task perfection of employee skills and abilities (Robbins, 2016)	1. Work quality 2. Quantity 3. Punctuality 4. Effectiveness (level of use of organizational resources) 5. Independence (the degree to which a person will be able to carry out their work functions without receiving assistance)

The data analysis method used is simple regression analysis, with tools used by the *SPSS 25.0 For Windows Evaluation Version (Statistical Product and Service Solution) program.* The data collection technique uses a questionnaire whose validity and reliability have been tested. The data analysis techniques used are multiple regression, T Test, F Test, and R *Squere Test* .

RESULTS AND DISCUSSION

Validity test

This correlation technique uses Pearson Correlation and is calculated using the SPSS version 25 computer program. The correlation technique uses *Pearson Correlation* ,

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calculated using the SPSS version 25 computer program. The question item is declared valid if it has r calculated > r table (Ghozali, 2016) . The validity test results obtained for the variable implementation of management functions can be seen in table 1 below:

Table 1: Validity Test

		plan1	plan2	plan3	plan4	org1	people	org3	org4	act1	act2	act3
Total	Pearson Correlation	,525 **	,593 **	,555 **	,476 **	,451 *	,672 **	,523 **	,495 **	,429 *	,488 **	,454 *
	Sig. (2-tailed)	,003	,001	,001	,008	.012	,000	,003	,005	.018	,006	.012
	N	30	30	30	30	30	30	30	30	30	30	30
		con1	con2	con3	con4	kin1	kin2	kin3	kin4	kin5	Total	
		,455 *	,421 *	,447 *	,521 **	,634 **	,526 **	,430 *	,572 **	,607 **	1	
		.012	.021	.013	,003	,000	,003	.018	,001	,000		
		30	30	30	30	30	30	30	30	30	30	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

From the 20 point questions on the validity test results, it is known that the r table that is searched for is significant α = 0.05: n - 2 = 28, the r table is 0.3061. It is known that the calculated r-correlation coefficient value for each statement of the variable is greater than r -table so that it can be concluded that each statement used is valid.

Data Reliability Test

Reliability test results can be found in the following table:

Table 2: Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,845	,854	20

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The method used to evaluate internal consistency in this research is to use the Cronbach's alpha technique, in accordance with the method described by Ghozali (2016). If the Cronbach's Coefficient Alpha value exceeds 0.6, namely 0.84, then the questionnaire is considered a reliable measuring instrument. So the reliability of the research data is reliable.

Multiple Linear Regression Test

The following are the results of multiple regression analysis carried out using the IBM SPSS 25 *for Windows program* :

Table 3: Multiple Linear Regression Test Results

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,036	1,059		4,753	,000
	planning	,243	,084	,287	2,890	,008
	organizing	,309	,070	,399	4,380	,000
	actuating	,197	,074	,182	2,644	.014
	controlling	,325	,062	,369	5,223	,000
a. Dependent Variable: kin.employee						

Based on the table above, it can be seen that the regression equation is Y = 5.036+ 0.243

a. The constant 5.036 can be interpreted as if the independent variable has a value of (X=0) then the employee performance achieved increases by 6.715.
b. *planning* regression coefficient value (X1) on employee performance (Y) is 0.243 or positive. So this means that for every additional *planning number* with a positive coefficient, employee performance will increase by 0.243.
c. The regression coefficient value of the *organizing variable* (X2) on employee performance (Y) is 0.309 or has a positive value. So this means that for every additional *organizing number* with a positive coefficient, employee performance will increase by 0.309

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d. The regression coefficient value of the *actuating variable* (X3) on employee performance (Y) is 0.197 or positive. So this means that for every additional *actuating number* with a positive coefficient, employee performance will increase by 0.197
e. The regression coefficient value of the *controlling variable* (X3) on employee performance (Y) is 0.325 or positive. So this means that for every additional *control number* with a positive coefficient, employee performance will increase by 0.325

Coefficient of Determination Test (R^2)

The results of the coefficient of determination test (R^2) can be seen in table 4 below:

Table 4: Coefficient of Determination Test Results (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,955 [a]	,911	,897	.63713
a. Predictors: (Constant), controlling, organizing, actuating, planning				

Based on multiple linear regression analysis, it shows that the coefficient of determination *(adjusted R square)* = 0.897, meaning that the independent variables (application of management functions: *planning, organizing, actuating and controlling*) jointly influence the dependent variable (employee performance) by the remaining 89.7% 10.3% is influenced by other variables not included in the research model.

ANOVA Test (F Test)

The results of the ANOVA test (F test) can be seen in table 5 below:

Table 5: F Test Results

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.152	4	26,038	64,144	,000 [b]
	Residual	10,148	25	,406		

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	Total	114,300	29			
a. Dependent Variable: kin.employee						

The calculated F value can be seen in the regression and the F table can be seen through significance. α : 0.05 with df(N1) : k and df2(N2) : nk-1 where k is the number of independent variables. From table 3 it can be seen that the calculated F value is 64.144. Meanwhile, with df1 : k=4 and df2 : 30-2-1 = 27, the F table is 2.73. Thus, the calculated F value is greater than the table F value. So the regression model in this research is acceptable. It can be concluded that Ho is rejected and H1 is accepted. This shows that there is a significant influence between the application of management functions: *planning, organizing, actuating and controlling* on employee performance.

T-Test Results

To find out whether each *planning, organizing, actuating and controlling* partially has a significant influence on employee performance (Y), a t test is carried out by comparing the results of the t-count with the t-table. The t-test results can be seen in table 6 below.

Table 6: T-test

Model		t	Sig.
1	(Constant)	4,753	,000
	planning	2,890	,008
	organizing	4,380	,000
	actuating	2,644	.014
	controlling	5,223	,000
a. Dependent Variable: kin.employee			

Based on the table above, it can be concluded that the partial implementation of operational management functions: *planning, organizing, actuating and controlling* is stated to have a positive and significant effect on employee performance because the t-value = 2,890, 4,380, 2,644 and 5,223 > t table = 1,699 and the level is significant 0.000 < 0.05.

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DISCUSSION

The influence of implementing operational management functions on employee performance

research results , the regression equation Y = 5.036+ 0.243 X1 + 0.309 X2 + 0.197 X3 + 0.325 stated by Aditya (2018), that the implementation of management functions is an important factor in supporting the success of an organization in achieving its goals. Furthermore, according to Putra (2018), the implementation of management functions can be used as a measure and standard in determining maximum employee performance.

The results of the F-test and t-test show that there is a significant positive influence between the application of management functions: *planning, organizing, actuating and controlling* on employee performance. And the results of this research are relevant to the results of previous research conducted by Kapetta (2016) where through methods and data analysis, the results were obtained that the application of management functions greatly influenced teacher performance because the t-value = 10 ≥ ttable = 2.36 at a significance level of 5%. Furthermore, previous research conducted by Safri and Kasran (2014) where the research results showed partially (t-test) that management function variables had a positive effect on teacher performance with a regression coefficient value of 64.9% with a significance level of 0.014.

CONCLUSION

The application of operational management functions refers to the use or implementation of management principles, techniques and processes which are centered on the four main functions of management, namely planning, organizing, implementing and controlling. Employee performance refers to how effective and efficient employees are in carrying out their duties and responsibilities at work. It includes various aspects of evaluating employees' contributions to the goals and operations of the company they work for. From the results of calculating the influence between the application of management functions on employee performance, the regression equation Y = 5.036+ 0.243 X1 + 0.309 X2 + 0.197 X3+ 0.325 *Planning* (X1), *Organizing* (X2), *actuating* (X3), *controlling* (X3) have a positive effect on employee performance (Y). Based on the test *(adjusted R square)* the independent variables (application of management functions: *planning, organizing, actuating and controlling*) together influence the dependent variable (employee performance) by 89.7%

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Based on the results of the t-test, it can be seen that each independent variable (*planning, organizing, actuating, and controlling*) has a positive value, which shows that each independent variable has a positive influence on the dependent variable (employee performance). So, based on these results, researchers can conclude that the implementation of the functions of *planning* , *organizing* , *actuating* and *controlling* operational management significantly has a positive effect on employee performance at Sushi Tei Bandar Lampung, p. This confirms the research hypothesis that each operational management function contributes positively to employee performance at Sushi Tei Bandar Lampung.

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