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**THE INFLUENCE OF WORK PLANNING, SKILLS AND LOYALTY ON EMPLOYEE PERFORMANCE AT MELISSA CLUBE SHOE STORE OWNED BY PT. NINE OHMS NINE**

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**Abstract**

The purpose of this research is to find out that Work Planning partially has a positive and significant effect on Employee Performance at the Melissa Clube Shoe Store Owned by PT. Nine Ohm Nine. To find out that expertise partially has a positive and significant effect on employee performance at the Melissa Clube Shoe Store owned by PT. Nine Ohm Nine. To find out that Work Planning, Skills, and Loyalty Simultaneously Have a Positive and Significant Influence on Employee Performance at the Melissa Clube Shoe Store Owned by PT. Nine Ohm Nine.

The research approach used is a quantitative method. data analysis is quantitative/statistical in nature with the aim of testing the established hypotheses. This research was conducted at the Melissa Clube Shoe Store, PT. Nine Ohm Nine has the address Delipark Medan, Jl. Putri Hijau/Guru Patimpus No.1 OPQ, Melissa Clube Shop Floor 1. Primary data is data that is collected directly from the source and processed by the person concerned for use.

This multiple linear regression analysis is used to see the value predictions of Work Planning (X1), Skills (X2) and Loyalty (X3) on Employee Performance at the Melissa Shoe Store Owned by PT. Sembilan Ohm Sembilan (Y), so that it can be seen how influence between the independent variables (X1, X2, and X3) with the dependent variable (Y). If there is no clear pattern, the distribution of data above and below zero on the Y axis, then there is no heteroscedasticity, namely the regression model which is homoscedasticity.

Keywords: Work Planning, Skills and Loyalty on Employee Performance

## **Introduction**

In general, most existing organizations believe that in order to achieve success, individual performance must be maximized, because basically individual performance will greatly affect the performance of both team and group performance which ultimately affects the performance of an organization.

But in reality to maximize individual performance is not that easy. Performance is assumed as an achievement obtained by a person in carrying out a task. The success of the organization depends on the performance of the actors of the organization concerned. Therefore, each work unit in an organization must be assessed for its performance, so that the performance of the human resources contained in the units within an organization can be assessed objectively. (Anwar 2018)

Currently, every country in the world is in a globalization era, so they need and depend on each other. Globalization causes the loss of boundaries between countries, so that each country interacts and fulfills each other's needs which provides benefits both directly and indirectly. Multinational Company or multinational companies get the positive impact of globalization in the form of convenience to do business outside the boundaries of a country. Multinational companies can expand their company coverage to various parts of the world, so they have opportunities for companies to increase their product sales.

One of the multinational companies that has successfully expanded to various countries is Melissa Clube. Founded in 1979, Melissa creates innovative fashion footwear inspired by fashion, art and design. Melissa Clube is a leading brand from an internationally recognized footwear manufacturer, namely Grendene, which originates from Asia. Grendene develops thermoplastic technology exclusively for Melissa Clube. In 2013, PT Sembilan Ohm Sembilan (SOS) succeeded in bringing Melissa Clube into the Indonesian market. With the vision of wanting to bring something new to the world of Indonesian fashion retail, in the end PT SOS became the exclusive distributor and retailer of Melissa Clube throughout Indonesia. PT SOS, which imported Melissa Clube, was brought into Indonesia, of course, having made various careful considerations of all the potentials and challenges that exist in Indonesia, before bringing Melissa Clube into the Indonesian market. PT SOS also has a special strategy for importing Melissa Clube into the Indonesian market, so that this product can be accepted by the public and is successful in Indonesia. But the drawbacks of these Melissa Clube shoes are, the prices are quite expensive and there is a lack of promotion so that Melissa Clube is not well known by the general public. In this study, researchers wanted to analyze all employees at the Melissa Clube Shoe Store owned by PT. Nine Ohm Nine Deli Park Medan. Researchers will analyze and assess whether the influence of the variables Work Planning, Expertise (Skill), and Employee Loyalty have a significant and simultaneous effect on Employee Performance at the Melissa Clube Shoe Store owned by PT. Nine Ohm Nine.

Every company wants its employees to have high performance at work. Many efforts have been made by companies to improve the performance of their employees, both through planning, training, providing incentives, career paths, communication and so on. With high employee performance, it is

hoped that the company's goals will be achieved as planned.

Improving employee performance is important given the change in government policy direction as desired by the spirit of reform to provide more space for movement and greater participation for the community in government and development activities, where the government and its apparatus play more of a facilitator role. This change in policy direction has implications for the professionalism of employees in responding to the challenges of the globalization era in facing fierce competition with other countries in the world. Starting from this thought, improving the performance of the apparatus is an urgent matter to be implemented today. As stated (Abdullah 2014). Performance appraisal is an activity to assess the success or failure of an employee in carrying out their duties. Therefore, performance appraisal must be guided by the agreed upon measures in work standards.

According to Miner (Phillipson 1990) performance is how a person is expected to function and behave in accordance with the tasks assigned to him. Every expectation regarding how someone should behave in carrying out tasks, means indicating a role in the organization. According to kusumah (Kusumah 2015) an organization, both government organizations and private organizations, in achieving the goals set must be through means in the form of an organization driven by a group of people who play an active role as actors in an effort to achieve the goals of the institution or organization concerned.

Manpower planning itself is a systematic process that is used to predict the demand or supply of human resources in the future, through a systematic human resource planning program it can be estimated the number and type of workforce needed in each certain period so that it can help the human resources department. in planning recruitment, selection, as well as education and training (Ike 2008) Work planning is a process of preparing a business or activity to be carried out systematically and logically to achieve a predetermined objective effectively and efficiently. Systematic in the sense of orderly and logical in the sense of making sense so that it can be accounted for. The goal in question is of course in the sense that it is not an individual goal (individual) but rather a collective goal (shared) or organizational goal (group). Work planning is prepared in the most effective and efficient manner and effort (Sritomo 2003). Furthermore Robbins and Coulter (Coulter 2012) stating that work planning can provide direction for both managerial and non-managerial levels. With a clear work plan employees can know what they have to achieve, with whom they have to work together and what they have to do to achieve organizational goals. Without a good work plan, departments and individuals will work haphazardly so that organizational performance is not efficient and effective. Therefore, planning needs to be studied in order to know its effect on employee performance.

A plan is born not by chance but because there is a cause in the form of initiatives or initiatives from within and outside the organization. The role and challenges of human resource management continue to evolve and are increasingly numerous, diverse, complex, flexible and important as the company gets bigger, the tasks that have to be done are more complex, the environmental impact and

dynamics are getting bigger, the scope and integration with the environment is getting bigger. and the greater the uncertainty that must be faced by the company.

Expertise is an interest or talent that must be possessed by a person, with the expertise he has it possible to be able to carry out and complete tasks well with maximum results the expertise possessed by a person can be obtained from formal and non-formal education which must be continuously improved, one source of increasing expertise can come from experiences in certain fields, (Wardani 2009) Based on the above writing, it can be concluded that the existence of human resource expertise can improve employee performance.

Expertise according to the author is a person's ability to do something specific, focused but dynamic that takes a certain time to learn and can be proven. Any skill can be learned but requires a strong dedication to learn the knowledge such as the need for a positive mentality, motivational spirit, time and sometimes money.

In addition to expertise, employee loyalty factors are also one of the factors that cause performance to decline, employee loyalty is a sense of loyalty or awareness of an employee to his company, which can be seen from the aspects of work discipline, responsibility, and attitude while working in the company. According to Hasibuan (Hasibuan 2008) Stating employee loyalty is a variety of forms of member participation in using energy and thought and time in realizing organizational goals.

Loyalty is the loyalty and obedience of a person or group of employees to the organization in which he carries out daily work. Loyalty is a binding condition between employees and their companies, because loyalty is not only loyalty which is reflected in how long someone has worked in the company's organization, but can also be seen from how much his thoughts, ideas, ideas, and performance are fully poured into the company.

A loyal employee will always obey the rules. This obedience arises from employee awareness if the regulations made by the company are prepared to facilitate the implementation of the company's work. This awareness makes employees will be obedient without feeling forced or afraid of the sanctions they will receive if they violate these regulations.

Employees who have high work loyalty will have good interpersonal relationships with other employees and also towards their superiors. This interpersonal relationship includes social and emotional relationships in everyday relationships, both concerning work relationships and personal life.

According to Poerwopoespito (Prawirosentono 2008) Suggesting that loyalty to work is reflected in the attitude of employees who devote their abilities and expertise, carry out duties responsibly, be honest at work, good working relationships with superiors, good cooperation with

colleagues, discipline, maintain the company's image and loyalty to work for a longer time.

The importance of employee loyalty in the results of company performance, the company needs to increase its attention to efforts to maintain and maintain employee loyalty or make employees satisfied and loyal to the company. Agus believes that employee loyalty has a positive impact on the company's growth. Because losing employees is certainly the same as losing consumers. (Agus Setiono 2020)

In addition to the aspects mentioned above, there are several factors that can affect the high and low loyalty of employees. It is suspected that these factors are compensation, empowerment, and job satisfaction. Based on the background description of the problem above, the author is interested in conducting a research entitled "The Effect of Work Planning, Skills and Loyalty on Employee Performance at Melissa Clube Shoe Store owned by PT. Nine Ohms Nine"

### **Literature Review**

According to Mangkunagara (Mangkunegara 2005) Employee performance is the result of work in quality and quantity achieved by an employee in performing his duties according to the responsibilities given to him. Measures of performance should provide evidence of whether or not desired results have been achieved and the extent to which the holder of the work has achieved those results. So it becomes the basis for providing feedback information that will be used to monitor them yourself.

Performance is a result of work produced by an employee interpreted to achieve the expected goals. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance refers to the level of achievement of tasks that make up an employee's job. Performance reflects how well employees meet the requirements of a job. Kinerja merupakan hasil atau keluaran dari suatu proses. Employee performance is very important in the company's efforts to achieve its goals, so various activities must be carried out by the company to improve the performance of its employees.

According to Sugiharjo (Sugiharjo and Rustinah 2017) Performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on ability, experience, sincerity and time. Rivai, performance is a real behavior that everyone displays as work achievements produced by employees in accordance with their role in the company. Performance is basically what employees do or don't do. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to (Aotama 2016) noted that performance according to Dale Timpe is the level of achievement of a person or employee in an organization or company that can increase productivity.

Performance is as success that can be achieved by individuals in doing their work, where the measure of success achieved by individuals cannot be equated with other individuals. The success achieved by individuals is based on applicable measures and adjusted to the type of work. Performance is closely related to goals or as a result of individual work behavior, the expected results can be demands from the individual himself.

Performance appraisal is a way to assess an employee's work performance whether it achieves the work targets charged to it. The implementation of the appraisal of work results or organizational performance or individual performance is carried out by a management system whose duty is to assess the work of employees called performance management.

Based on the understanding of performance from several experts, it can be concluded that employee performance is the result of the level of achievement of tasks and responsibilities given to employees which is measured through quality and quantity within a certain range. Performance comes from the word Job performance or actual performance which means work performance or actual achievement achieved by someone. Understanding performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him.

Every company needs human resources who are able to work better and faster, so high performance human resources are needed. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Prabu 2005). There are three factors that affect employee performance, namely:

1) Individual Factors

Individual factors are the ability and skill of doing work. A person's competence is influenced by several factors that can be grouped into two groups, namely work abilities and skills as well as motivation and work ethic.

2) Organizational Support Factors

In carrying out their duties, employees need the support of the organization where they work. The support is in the form of organizing, providing work facilities and infrastructure, comfort of the work environment, and working conditions and conditions Organizing is intended to provide clarity for everyone about the goals that must be achieved and what must be done to achieve these goals. Everyone needs to have and understand clear job descriptions and duties.

3) Management Support Factors

The performance of the company and the performance of each person is also highly dependent on the managerial ability of the management or leadership, both by building a safe and harmonious work system and industrial relations, as well as by developing worker competencies,

as well as fostering the motivation of all employees to work optimally.

According to Mangkunagara (Prabu 2005) Performance indicators include:

- 1) Quantity of work output
- 2) Quality of work
- 3) Timeliness of completion of work
- 4) Effectiveness
- 5) Attendance and punctuality

There are six characteristics of effective planning:

- a. First, planning must be stated in writing. A written plan will make the body, heart and mind understand what you want to do. How do we start. Reminds us what we are going to do and we can mark when the planning we write down has been completed. This will make us more focused and confident that many things we can do well and succeed if we are consistent and have a clear and specific plan.
- b. Second, determine the goals or goals to be achieved. Knowing what we want to achieve will make it easier for us to make a sequence or small steps so that we can start planning well and do work more lightly, effectively and can focus on the goals to be achieved so that what is done from planning to completing work can succeed well.
- c. The third is arranged according to duties and responsibilities. Can be made based on the Job Description and can be made gradually starting from Annual, Quarterly, Monthly, Weekly and Daily Planning.
- d. Fourth, always set priorities. In order to be able to divide time well. So when there is additional work that suddenly appears, we can do it more effectively and not interfere with work productivity.
- e. Fifth, do a Review on the list that we have made and the work that we have done, analyze whether everything has been done correctly or not, if it has not been improved, if it has been improved.
- f. Sixth, always give a time limit (dateline) can be determined directly the period of time to do it, for example in hours or days. In order to be able to measure work productivity. Making effective and successful planning needs to be added with intent, Consistent self and soul that want to learn and our goal to make what we do better and maximum because in planning will make us become organized people and can direct focus on what we want to do.

## **Research methods**

The research approach used is quantitative methods. Quantitative research is an approach

that uses numerical or numerical data analysis. The aim is to develop and use mathematical models, theories or hypotheses related to the phenomena investigated by the researcher.

In this study, data analysis is quantitative / statistical with the aim of testing hypotheses that have been set. This study consisted of three independent variables and one dependent variable. The independent variables in this study were Work Planning (X1), Skill (X2), and Loyalty (X3). The dependent variable in this study is Employee Performance.

This research was conducted at Melissa Clube Shoe Store PT. Sembilan Ohm Sembilan is located at Delipark Medan, Jl. Putri Hijau/Guru Patimpus No.1 OPQ, Melissa Clube Shop 1st Floor.

Primary data is data collected directly from the source and processed by the person concerned himself to be utilized. Primary data are usually obtained from field surveys using all original data collection methods (Kuncoro, Sumiharti, and Kristiaji 2003). Primary data in this study were obtained by giving questionnaires to selected respondents consumers of Melissa Clube shoe store PT. Nine Ohms Nine.

According to Situmorang and Lutfi (Situmorang, n.d.) Secondary data is data obtained / collected united by previous studies or published by various other agencies. Usually indirect sources are documentation data and official archives. Such as books, journals, magazines and internet sites that make Melissa Clube shoe products PT. Nine Ohms Nine as the object of research

The data collection technique used in this study was by using questionnaires. Questionnaire according to Sugiyono (Sugiyono 2010) "Questionnaire is a data collection technique carried out by providing a set of questions or written statements to respondents for answering". The respondent is the person to be studied (sample). This method will be used by researchers to obtain data on the Effect of Work Planning, Skills and Loyalty on Employee Performance at Melissa Clube Shoe Store through Observation, Interviews and documentation.

## **Findings**

According to Siregar (2013:89) Multiple regression analysis is generally used to examine the effect of two or more independent variables on the dependent variable with interval or ratio measurement scales in a linear equation. The effect of the independent variables (because generally there is a correlation between the independent variables), in multiple regression analysis can be measured separately and together with the construct variables.

This multiple linear regression analysis is used to see the value predictions of Work Planning (X1), Skills (X2) and Loyalty (X3) on Employee Performance at the Melissa Shoe Store Owned by PT.Sembilan Ohm Sembilan (Y), so that it can be seen how influence between the independent variables (X1, X2, and X3) with the dependent variable (Y). If there is no clear pattern, the distribution of data above and below zero on the Y axis, then there is no heteroscedasticity, namely the regression model which is



homoscedasticity.

The model equation is as follows:

Multiple Regression Analysis:

$$Y = \alpha + b_1 X_1 + b_2 X_2 + e$$

Where:

Y = Purchase Decision

a = constant

X1 = Product quality

X2 = Price

X3 = Brand Image

b1 = Product Quality regression coefficient

b2 = Price regression coefficient

b3 = Brand Image regression coefficient

e = Error term

Testing the hypothesis in this study using parametric statistics. Therefore, each variable construct data must first be tested for normality. According to Ghazali and Ikhsan, parametric statistics is a test whose model establishes certain conditions regarding the population parameters which are the source of the research sample. These conditions are usually not tested and are considered to have been met. In this study a significant level ( $\alpha$ ) of 0.05 or 5% was used to test whether the hypothesis proposed in this study was accepted or rejected by testing the F value. To test each independent variable separately, employee performance was carried out by testing the t value and two-tailed test at a significance level ( $\alpha$ ) of 0.05 or 5%. The test criterion used is to accept the hypothesis if the calculated t value is positive significance

To find out whether there is an influence of the independent variable on the dependent variable, a hypothesis test is carried out. The method of testing the hypothesis is carried out by testing partially using the t test, as well as testing the coefficient of determination ( $R^2$ ).

a. t test (Partial Test)

This test was conducted to find out which coefficients were significantly regressed or not simultaneously. Testing is done by comparing the value of tcount each independent variable with a value of ttable with a degree of confidence of 5% ( $\alpha = 0.05$ ). When:

H0 accepted if tcount < ttable or significant > 5%

Ha accepted if tcount > ttable or significant < 5%

b. Test f (Simultaneous Test)

The F statistical test basically shows whether almost all the independent variables included in the model have a joint effect on the dependent variable. Testing this hypothesis is often called the overall significance test (overall significance). The degree of confidence used is 0.05. The F test is carried out in the following way:

H<sub>0</sub> accepted if F<sub>count</sub> < F<sub>table</sub> at or significant > 5%

H<sub>a</sub> accepted at F<sub>count</sub> > F<sub>table</sub> at or significant < 5%

c. Coefficient of Determination (R<sup>2</sup>)

Coefficient of determination (R<sup>2</sup>) In essence, it measures how far a model is able to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one, the value of R<sup>2</sup>. A small one means that the ability of the independent variables to explain the dependent variable is very limited. Values close to one independent variable provide almost all the information needed to predict the variation of the dependent variable.

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