

Performance Analysis of Ayam Pecak Xyz Medan Employees Based on Exploratory Descriptive

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ARTICLE INFO

Keywords: Employee Performance Turnover Intention, Physical Work Environment, Non-Physical Work Environment

Received : 29, March

Revised : 10, April

Accepted: 12, May

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ABSTRACT

In Ayam Pecak XYZ, Medan City, Gatot Subroto Branch, the purpose of this study is to ascertain employee performance, the physical and non-physical work environments, and the reason behind the intention to leave. The informants used in this study amounted to 11 people, consisting of 1 key informant, namely the founder, and 10 supporting informants, namely employees of Ayam Pecak XYZ Medan. The Data Analysis Method in this writing uses a qualitative descriptive method to obtain an overview of various information about the actual condition of Pecak XYZ Chicken in Medan City, Gatot Subroto Branch. This study's data collection methods include SWOT analysis, in-depth interviews, literature reviews, and observation techniques. The study's findings show that a number of internal and external factors, including relatively young age, a lack of discipline among coworkers, a lack of enthusiasm for work, and the intention to leave (turnover intention), affect employee performance at the Ayam Pecak XYZ Medan City Gatot Subroto Branch.

INTRODUCTION

MSMEs, or micro, small, and medium-sized enterprises, are one of the business sectors that play a significant part in the Indonesian economy. MSMEs, or micro businesses, are defined by Law Number 20 of 2008 as productive companies that are held by people or individual business organizations and that satisfy the legal requirements for micro businesses.

According to data from the Ministry of Cooperatives, Small, and Medium Enterprises (KUKM), there were 64.2 million MSME actors in 2018, which accounted for 99.99% of all business players in Indonesia. This indicates that MSMEs play a significant role in the country's economy. Up to 117 million MSME workers are absorbed, accounting for 97% of the business sector's labor absorption. In contrast, MSMEs account for 61.1% of the GDP of the country, with large business actors – which make up just 5,550, or 0.01% of all company actors – contributing the remaining 38.9%. Microbusiness actors, who make up 98.68% of these MSMEs, have an approximate 89% labor absorption capacity. Microbusinesses only account for about 37.8% of the GDP. However, according to data from the Indonesian Chamber of Commerce and Industry, MSMEs account for 99% of all business units and play a significant part in Indonesia's growth. By 2023, there will be 66 million MSME business actors. Sixty-one percent of Indonesia's GDP, or Rp 9,580 trillion, is contributed by MSMEs. Approximately 117 million individuals, or 97% of the workforce, are employed by MSMEs. In the meantime, statistics from Medan City's Central Statistics Agency (BPS) indicates that there are over 70,000 MSMEs in Medan City and throughout North Sumatra.

The work environment has an impact on employee performance as well. Employee performance at Ayam Pecak XYZ Medan is significantly impacted by their workplace. The workplace is a place where several groups come together and where facilities are available to help the organization reach its objectives in line with its vision and mission. Employees' emotions can be influenced by their work environment; if they enjoy their workplace, they will feel comfortable there and perform their duties with joy, which will lead to more productive work. The workplace consists of interpersonal relationships amongst coworkers, whether they be physical or interpersonal relationships between bosses and subordinates. The term "work environment" refers to both physical and non-physical settings, as well as relationships between coworkers, including those between superiors and subordinates.

According to Hasibuan (2015), the workplace plays a crucial part in helping employees complete tasks assigned by the firm. Creating a nice work environment would undoubtedly encourage employees to work harder so they can contribute positively to the business. Both tangible and intangible variables affect work morale, and meeting non-material requirements like workplace comfort has a significant effect on each individual. Company executives and their staff members need to pay particular attention to the state of this workplace in terms of accountability for work and teamwork in finishing tasks. Because the physical and intangible infrastructure of the workplace might help employees feel less bored and exhausted.

LITERATURE REVIEW

Employee Performance

Performance Definition

Every employee in the company wants to see the company grow, and it is believed that this would enable the business to compete and stay up to date with modern trends. As a result, the company's objectives can be successfully met.

Performance management is a process of planning, organizing, implementing, and controlling performance achievement, and it is continuously communicated by the leadership to employees, as well as between employees directly and their superiors. Therefore, optimal and stable performance is not a coincidence. Employees have, of course, gone through the stages of good performance management and made every effort to achieve it.

Factors Affecting Performance

Prawirosentono states in Sutrisno (2016) that the following elements influence performance:

1. Efficiency and Effectiveness

Every indicator of good or poor performance in a company is based on efficiency and effectiveness. It is referred to as successful if it accomplishes a goal, and efficient if it serves as a good motivator to accomplish the goal whether or not it is effective.

2. Responsibility and Authority

Every worker in the company is aware of their rights and obligations in accomplishing the organization's objectives.

3. Discipline

Employees that are disciplined exhibit a state or attitude of respect for the company's rules and correctness. Obedience and respect for the agreements reached between the organization and its personnel are also components of discipline.

4. Initiatives

When it comes to the ability to think creatively, it manifests as ideas for planning projects that are relevant to the objectives of the company. Superiors should pay attention to or support every effort.

Employee Performance Characteristics

According to Mangkunegara's (2017) list of high-performance characteristics, those who exhibit high performance include:

1. Be very responsible.
2. Have the courage to take chances.
3. Have a specific objective.
4. Have a solid work schedule and make an effort to meet their objectives.
5. Applying specific input to every aspect of the completed product.
6. Searching for chances to carry out a prearranged plan.

Performance Indicators

According to Robbins (2016) to achieve or assess performance, there are 5 dimensions that are the benchmarks, which are as follows:

1. Excellence
An employee's quality is demonstrated by the work he produces and by how well the task is completed given his skills and talents.
2. Amount
The quantity in this case refers to the total number of units and full activity cycles that are well created.
3. Promptness
According to the output produced and the amount of time available for other tasks, punctuality is the degree of activity that employees have finished at a set time.
4. Efficiency
Utilizing organizational resources, such as funds, manpower, technology, and raw materials, is what is meant by effectiveness. maximized with the goal of raising each resource utilization unit's yield.

Turnover Intention

Definisi Turnover Intention

One of the most significant phenomena in an organization's life is employee turnover, or the comings and goings of its workforce. Employee turnover might occasionally be advantageous. The majority of staff turnover, however, has a detrimental effect on the company in terms of expenses as well as missed opportunities and time. The process via which employees join and leave the organization is generally referred to as turnover intention. Increased absenteeism, laziness at work, high courage in breaking rules, opposing or protesting against superiors, and decreased seriousness in completing responsibilities that have been given by superiors, are various employee behaviors that will cause Turnover Intention.

Work Environment

The meaning of Work Environment

The work environment is one of the numerous auxiliary elements that support the operation of a business at the workplace, and it has a significant impact on employee productivity. It is believed that focusing on the workplace will boost employee morale. Employee productivity rises in tandem with an improvement in morale. The accomplishment of a company's objectives will proceed smoothly if something goes well.

Sedarmayanti (2017) In order to accomplish the company's objectives in line with its vision and mission, the work environment is a setting where numerous groups have access to various supporting facilities. Hasibuan (2015) The workplace has a crucial part in helping employees' complete tasks assigned by the firm; therefore, creating a comfortable work environment will undoubtedly enhance employee productivity and enable them to contribute positively to the business.

Types of Work Environment

Because a positive work environment affects employees' effectiveness, leaders should pay close attention to the work environment in their organization. Studying and identifying the elements that influence the work environment itself is essential to creating a plan for it.

Factors that affect the Work Environment

A number of factors need to be taken into account in order to establish a positive work environment, including:

1. Personal/individual factors, such as each person's knowledge, skills, abilities, confidence, drive, and dedication.
2. Quality of the manager's support, direction, passion, and encouragement are examples of leadership factors.
3. Cohesion and closeness among team members, trust in colleagues, and the level of support and zeal shown by teammates are examples of team variables.
4. System variables include the organization's work systems, infrastructure or work facilities, organizational procedures, and performance culture.
5. Situational or contextual elements, such as internal and external environmental changes and pressures.

Factors that affect the Physical Work Environment

According to Sedarmayanti (2011), the following elements have an impact on the physical work environment:

1. Workplace lighting: Lighting and lighting help employees feel comfortable and smooth at work.
2. Workplace temperature: Normally, the temperature of each part of the body varies.
3. Workplace humidity: Humidity is the amount of water in the air, usually expressed as a percentage. This humidity is related to or influenced by the temperature of the air, and when temperature, humidity, air movement speed, and heat radiation from the air are combined, they will affect how the human body feels when it absorbs or expels heat.
4. Workplace air circulation: Living beings require oxygen to survive, specifically for metabolic processes. If the oxygen content of the surrounding air has dropped and has been combined with gasses or smells that are detrimental to human health, the air is considered unclean.
5. Noise at work: One type of pollution that professionals are very busy addressing is noise, or noise that is unpleasant to the ear. It is undesirable because, particularly over time, the noise may disrupt concentration at work, harm hearing, and result in misunderstandings.
6. Workplace mechanical vibrations: These are vibrations brought on by mechanical tools, some of which can enter an employee's body and have unforeseen repercussions.
7. Workplace odors: Since persistent odors can impair olfactory sensitivity and interfere with attention, the presence of odors in the workplace may be regarded as pollution.

8. Workplace color scheme: It's important to research and plan as much as you can about workplace styling. Since color greatly affects emotions, it is logical that color management and decorative arrangement are inextricably linked.
9. Workplace decoration: Since a suitable color scheme is a prerequisite for decoration, it is not only tied to the workspace's outcomes but also to the layout, color scheme, fixtures, and other elements.
10. Music at the office: Employees can be awakened and motivated to work by quiet music that is appropriate for the time, location, and ambiance. As a result, songs that are sung at work must be carefully chosen.
11. Workplace safety: It is important to be aware of workplace safety in order to maintain a safe working environment. Utilizing the workforce of security officer units (SATPAM) is one way to maintain workplace security.

Physical Work Environment Indicators

According to Sedarmayanti (2011), the indicators utilized in this study are derived from expert theories and opinions, as described above. These include:

1. Workplace lighting: Proper lighting that isn't too harsh can improve employee performance.
2. Workplace air circulation: Healthy air circulation will fuel the body. If the room is crowded with employees, adequate air circulation is essential.
3. Noise: Noise disturbs concentration, no one likes to listen to noise, because noise is a nuisance to a person.
4. Use of color: Color can affect the human psyche, actually it is not only the color that is considered but the composition of the color must also be considered.
5. Air humidity: Usually given as a percentage, humidity is the amount of water in the air and is correlated with or affected by air temperature.
6. Facilities: Facilities help employees do their duties at work.

Factors that affect the Non-Physical Work Environment

According to Sedarmayanti (2011), the following elements have an impact on the non-physical work environment:

1. The degree to which staff members believe their boss frequently provides guidance, pays attention to them, and values them is known as the leader's attention and support.
2. Group cooperation is the degree to which workers believe that current groupings are working well together.
3. The degree of positive, open, and seamless communication between leaders and coworkers is known as smooth communication.

Non-Physical Work Environment Indicators

The following indicators of the non-physical work environment are employed in this study in accordance with the theory proposed by Soetjipto, Budi W. (2008):

1. Harmonic relationship: In an organization, a harmonic relationship is a type of relationship between individuals.

2. Opportunity to advance: An exceptional employee has the chance to progress by performing their work in a way that yields greater outcomes.
3. Workplace safety: This refers to security that can be integrated into the workplace, including the protection of employees' personal belongings.

Benefits of the Work Environment

The benefits of the workplace include fostering a love of work, which boosts output and performance. Working with motivated individuals, on the other hand, has the advantage of enabling accurate completion of tasks. This indicates that the task was finished on schedule and in compliance with the appropriate standard. The person in question will keep an eye on his work performance, avoid over-monitoring him, and encourage a strong work ethic. A setting that is conducive to work is a good one. One of the prerequisites for improving performance at work is a favorable work environment. Effective communication between supervisors and subordinates, as well as among subordinates themselves, can foster a positive work atmosphere.

Frame of Mind

Both employee internal and external factors must be taken into account in order to comprehend the elements that influence employee performance. Internal factors of employees, such as relatively young age, lack of discipline between employees, lack of enthusiasm for work, and intention to quit work. This is a crucial aspect that needs to be considered and improved, these factors come from within employees and have the potential to damage employee productivity. Employee external factors, on the other hand, such the physical and non-physical work environments, are also significant. Problems arising from an unsupportive work environment and this must be addressed immediately to prevent negative impacts on the performance of Ayam Pecak XYZ Medan employees. Supporting factors for Employee Performance are management that cares about employees, and indirect compensation provided by the management of Ayam Pecak XYZ Medan. The implementation of these supporting factors can create a sense of comfort in the workplace. and employees feel treated well by the management of Ayam Pecak XYZ Medan and will result in better employee performance. On the other hand, factors that inhibit employee performance include, poor interpersonal relationships between colleagues, conflicts in the workplace, and lack of teamwork. Addressing these issues effectively can improve overall employee performance and strengthen cohesiveness and cooperation among colleagues. By improving these aspects, companies can create a harmonious and productive work environment. easy to get.

METHODOLOGY

Types of Research

Approach

the kind of study that employs qualitative techniques. descriptive methodology. According to Sugiarto, (2022). Qualitative research as an explanation of phenomena without the use of numerical measurements.

Meanwhile, according to Sugiyono (2019:18), qualitative research focuses on natural objects and focuses more on meaning than generalization.

Presence of Researchers

If you look at the type of research method above, then in this case the presence of researchers is very much needed. The presence of this researcher is intended to obtain data, the researcher acts as an observer, that is, observing, seeing but not seen in the observed event.

Place and Time of Research

Ayam Pecak XYZ Medan, situated on Jalan Gatot Subroto Medan, is where this study was conducted. The study was conducted between June 2024 and December 2024.

Research Instruments

According to Sugiyono (2019:295) In qualitative research, researchers are the main instruments, but research instruments can be simplified along with the clarity of the research focus. Researchers collect, analyze data, and draw their own conclusions after completing the data through observation and interviews.

Informants and Research data sources

According to Sugiyono (2019:389), qualitative research uses informants and data sources selected by purposive and snowball sampling. The determination of the sample data source is temporary in the proposal, and develops during the research in the field. Initially, the sample was an influential individual in a social situation or object of research. The data sources in this study are the Founder of Ayam Pecak XYZ Medan and employees of Ayam Pecak XYZ Medan.

Data Types and Sources

Primary and secondary data sources were used in this study, which used qualitative data as its data type.

1. Primary Data Sources

Primary data is information that researchers have collected directly from the source. The proprietors and staff of Ayam Pecak XYZ Medan served as the study's informants, while the researcher's direct observations through observation and interviews served as the study's primary source of data.

2. Secondary Data Sources

In order to support this research, secondary data is information gathered from literature that is relevant to the topic under discussion. This can include books, journals, theses, articles, and other human resources-related sources that have an impact on employee performance.

Data Collection Techniques

According to Sugiyono (2019:297), qualitative research uses participatory observation techniques, in-depth interviews, and documentation to gather data

in natural settings with the primary data source. The following approach is used to collect data for the field study:

1. Data Primer

- In-depth interview: Direct interviews with the proprietor and staff of Ayam Pecak XYZ Medan were used to obtain data. Interviews can be recorded, transcribed and analyzed to identify emerging patterns, themes, and perspectives, the researcher will collect data regarding employee performance management, organizational commitment to review the turnover intention of Ayam Pecak XYZ Medan.
- Observation: Keeping an eye on employee behavior and performance In participant observation, researchers actively examine the conduct and performance of the research subjects who provide the data, according to Sugiyono (2019:298). The researcher in this study pretended to be an Ayam Pecak XYZ Medan customer.
- It is a technique for gathering qualitative data and a lot of information that is kept in the form of documentation. Photographs make up the majority of the data. The primary characteristic of this kind of data is its ability to transcend time and location, making it useful for uncovering knowledge about past events. Sujarweni (2014)

2. Data Sekunder

Using available secondary data, such as previous studies, company data or the management of Ayam Pecak XYZ.

Data Analysis Techniques

Miles and Huberman in (sugiyono 2019:322) emphasize that qualitative data analysis goes hand in hand with data collection. During the interview, the researcher analyzes the answers received, and if necessary, continues to ask questions until the data is considered credible. Data analysis does not only occur after the data collection is complete, but also within the collection process itself. There are three types of activities in qualitative data analysis, namely:

The initial phase involves gathering data via documentation, in-depth interviews, observation, or a mix of these methods (triangulation). The second step is data reduction, which involves condensing the data to highlight key points and find trends and themes. In order to identify patterns and links, the third step involves presenting the data using tables, graphs, and similar visual aids. Ultimately, the fourth step involves drawing conclusions, which are derived from the examination of evidence gathered from multiple sources throughout the research. Therefore, this procedure aids in providing thorough answers to pre-formulated research questions. Huberman and Miles in Sugiyono 2019:322 As a result, a SWOT analysis of strengths, weaknesses, opportunities, and threats is also used in this study's methodology. The SWOT analysis is used to quantify the problem under investigation's opportunities, weaknesses, and strengths (Kristanto et al., 2017).

SWOT analysis is an analysis based on logic that can maximize strengths (strenght) and opportunities (Opportunity) but can minimize weaknesses and threats (Opportunities) at the same time, SWOT analysis is a method used to get

effective or useful strategies and then applied according to the current public or market situation (Mukhlisin & Pasaribu, 2020).

Data Validity Testing Techniques

The validity of the data in the study aims to prove what is observed by the researcher in accordance with what actually exists in reality or with what happens in the field so that the data obtained is really valid. The techniques used by the researcher are as follows:

Triangulation

It is a data validity check technique that utilizes something other than the data for the purpose of checking or as a comparison to the data. In this study, the researcher compares the results obtained from one party to another from the results of data collection guided by theory to ensure that the data is more in line with the data that the researcher wants.

RESEARCH RESULT AND DISCUSSION

Performance of Ayam Pecak XYZ Medan Employees

Employee performance refers to the extent to which an employee is able to carry out the duties, responsibilities, and work assigned by the organization or company in accordance with the set standards.

In this case, there is the performance of Ayam Pecak XYZ Medan employees from the results of my research by interviewing the founder of Ayam Pecak XYZ Medan "Employee performance is not good and not good due to lack of enthusiasm in work, lack of discipline between employees, and lack of punctuality in terms of customer service. Not following the directions we convey, the directions we convey must be serious in working and not joking when serving consumers". **The results of the interview were obtained in July 2024.** "Based on my observations, employee performance in general can be categorized as good. However, there are still several aspects that need to be improved to achieve optimal performance. In percentage, around 75% of employees have shown satisfactory performance, while the remaining 25% still need improvement in the future." **The results of the interview were obtained in November 2024.** "Each person is different, some are already married, some are not married, usually those who have not achieved this are not yet married (single). Because there is no responsibility yet, so I still like to work, sometimes it comes and sometimes it doesn't, more precisely it is not serious in working. That's why the problem is the turnover, going in and out and out and out, trying here and there, and eventually coming back again to ask for work in us." **The results of the interview were obtained in November 2024.** In this case, my conclusion by interviewing the founder of Ayam Pecak XYZ Medan can be concluded that the performance of Ayam Pecak XYZ Medan employees is 75% in the good category, while 25% still needs improvement, poor and poor employee performance due to lack of enthusiasm at work, lack of discipline between employees, and relatively young age resulting in employees having the desire to go in and out to try other jobs.

What Internal and External Factors Affect the Performance of Employees of Ayam Pecak XYZ Medan

In this case, there are Internal and External Factors of Employee Performance of Ayam Pecak XYZ Medan Employees, here are internal factors at a relatively young age. Young age is often considered an asset for companies because it is associated with high energy, innovation, and adaptability. However, on the other hand, young age also brings a number of challenges that can affect employee performance. Young life is a time when a person wants to try new things and develop themselves. They may feel tied to one job and want to find a new challenge by trying different jobs, this results in turnover at Ayam Pecak XYZ Medan. In addition, lack of discipline between employees also occurs in Ayam Pecak XYZ Medan, Lack of discipline between employees is a common problem that can hinder the productivity and success of an organization, this also happens at Ayam Pecak XYZ Medan, one of which is that employee absences often occur in the work environment, this can affect the productivity and performance of employees of Ayam Pecak XYZ Medan. On the other hand, lack of focus on the task given can cause distraction. As a result of joking with each other, this results in not completing tasks on time. In addition, the internal factor is a lack of seriousness and enthusiasm at work. Lack of work morale is a problem that occurs in XYZ Medan chicken pecak, a condition where employees feel less motivated, enthusiastic, or passionate in carrying out their duties. This condition can have a significant impact on the performance of individuals and the organization as a whole.

External factors that affect the performance of Ayam Pecak XYZ Medan employees are an uncondusive physical work environment, hot conditions due to frying smoke and burning food can interfere with employee productivity, this affects employee comfort and work productivity, in addition to that there is a non-physical work environment that is not conducive, this is caused by a lack of effective communication, between fellow employees, non-physical work environment that is not conducive results in disruption of productivity and performance of Ayam Pecak XYZ Medan employees.

What Supporting and Inhibiting Factors Affect the Performance of Chicken Pecak XYZ Medan Employees

Based on the analysis of the supporting and inhibiting factors of employee performance at Ayam Pecak XYZ Medan, it can be concluded that employee performance is influenced by various supporting and inhibiting factors. Herzberg's Two-Factor Theory provides a good framework for understanding this. Supporting factors such as adequate facilities and good leadership have made a positive contribution to the motivation and performance of Ayam Pecak XYZ Medan employees. This is in line with the concept of motivator in Herzberg's theory, where factors such as recognition and support from leaders can increase job satisfaction. On the other hand, inhibiting factors such as less effective communication and conflicts between employees have become obstacles in achieving optimal performance. This is in line with the concept of hygiene factor, where factors such as poor interpersonal relationships can lead to job dissatisfaction.

What Factors Trigger Turnover Intention

A desire to quit work is a decision or feeling that arises in a person who feels that the job they are doing no longer meets their needs, expectations, or desires. This can be caused by various factors that are personal, environmental, or related to the work itself. According to (Issa et.al,2013) Turnover intention is the intention to leave the company voluntarily, which can affect the status of the company and will definitely affect employee productivity. Based on the descriptions of the definition above, it can be concluded that Turnover Intention is the intention or desire of employees to quit or leave the organization but still reaches the stage of wanting to leave and has not been realized.

In this case, there is a Factor that triggers Turnover Intention in Ayam Pecak XYZ Medan employees.

Faktor Internal

1. Dissatisfaction with the Work Environment. An uncondusive work environment, such as conflicts between colleagues that occur between employees, trigger Turnover Intention.
2. Excessive Workload, some employees complain of working hours that are too long on weekends resulting in excessive physical fatigue. A body that continuously works without enough rest time can experience a decrease in energy and result in a decrease in performance quality

Faktor Eksternal

1. Unstrategic Work Location. Too far away from the workplace or high transportation costs. Difficulties in accessing the workplace, such as lack of means of transportation.
2. Changes in Life Priorities. Want to continue your education. Some employees who want to continue their studies and are in college often find it difficult to balance working time and evening lectures. The workload provided by the workplace causes some employees to be exhausted and lack of time to focus on campus assignments given by lecturers.

Based on the results of the research conducted. A person's desire to leave a company or MSME is usually the result of a combination of internal and external factors. Internal factors include dissatisfaction with the work environment, excessive workload. Meanwhile, external factors such as unstrategic work locations, and changes in life priorities also affect employees' decisions to have a desire to quit work.

What are the Conditions of the Physical and Non-Physical Working Environment at Ayam Pecak XYZ Medan

The work environment is all the conditions, situations, and factors that exist around employees as they carry out their duties at work. The work environment includes physical, social, and psychological aspects that affect employee productivity, well-being, and satisfaction. A good work environment can promote optimal performance, while a poor environment can lead to stress, dissatisfaction, and even turnover.

The Right Strategy For XYZ Medan Pecak Chicken

Swot Analysis In The Strengths, Weaknesses, Opportunities, And Threats Of XYZ

SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in an organization, project, or business.

Strength, Weakness, Opportunity, and Threat (SWOT) analysis is used to analyze the potential and problems in Pecak XYZ Chickens, including internal and external potentials and problems (Dewi et al., 2022). Internal analysis is reviewed from the strengths and weaknesses of Ayam Pecak XYZ while external analysis is reviewed from opportunities and threats.

Faktor Internal

Based on data from the results of interviews and observations related to the internal environment of Ayam Pecak XYZ in the implementation of the Ayam Pecak XYZ strategy, several factors can be identified that are the strengths and weaknesses of Ayam Pecak XYZ, including:

Strengths:

1. Employee Performance is mostly adequate: Based on interviews with founders, about 75% of employees show good performance, which reflects the presence of a large number of reliable teams in achieving the company's goals.
2. Employee support facilities: Providing a living space (mess) for employees can increase comfort and help employees focus on work without having to think about where to live.
3. Good Leadership (Support from the Founder): Leaders who care and provide positive support can increase employee motivation and enthusiasm to work better and optimally.

Weaknesses:

1. Inconsistent Employee Performance: Based on the results of interviews with founders, around 25% of employees still show suboptimal performance, due to discipline problems, lack of enthusiasm for work, and high absenteeism for some employees.
2. High Turnover: There is significant turnover, as relatively young age is an incentive for employees to seek new experiences in the new workplace and absenteeism associated with a lack of responsibility for the work they do.
3. Unconducive Physical Environment: Hot workspace temperatures due to frying fumes and burning food can interfere with comfort and can affect employee productivity.
4. Less Effective Communication: Communication issues between new and senior employees hinder the flow of information necessary for efficient work, as well as increase the potential for errors in a given task.

External Factors

As for the results of the external environmental analysis, the factors of opportunity and threats faced by Ayam Pecak XYZ Medan will be obtained

Opportunities :

1. Changes in consumption trends and market demand: The increasing consumption trend of fast food and local food provides an opportunity for

- XYZ Medan pecak chickens to expand their market share and increase the demand for their products.
2. Technological Enhancements for Operational Efficiency: Technological advancements such as digital-based restaurant management systems (POS systems, online ordering apps, and kitchen automation) can improve operational efficiency and reduce employee manual workload
 3. Government Policies That Support MSMEs: The government provides incentives to support MSMEs, such as subsidies, training or other assistance programs.
 4. Expansion Opportunities to New Markets: Ayam Pecak XYZ Medan already has a good reputation in Medan, so expansion to other cities or areas that have high demand can be a profitable opportunity for Ayam Pecak XYZ Medan.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of qualitative descriptive research through observations and interviews at Ayam Pecak XYZ Medan, it was concluded that employee performance in general was relatively good with 75% showing satisfactory performance, although the other 25% still faced obstacles such as low discipline, work morale, and high attendance rates. Internal factors such as young age and lack of responsibility also trigger high turnover. Meanwhile, external factors such as the hot physical work environment due to frying fumes and ineffective communication between employees are also obstacles to productivity. However, there are supporting factors such as mess facilities and supportive leadership from the founder. Turnover intention is influenced by work inconvenience, high workload, and external factors such as less strategic location and personal priorities of employees. From the SWOT analysis, Ayam Pecak XYZ has strengths in leadership and internal facilities, but also faces weaknesses in terms of work environment and communication. On the other hand, great opportunities come from the increasing trend of fast food consumption, technological advancements, and government support for MSMEs that can be used for business development and sustainability.

Based on the results of the research, it is recommended that Ayam Pecak XYZ Medan increase employee motivation and discipline through technical and soft skills training, awarding, and a transparent performance appraisal system. Flexible work schedule adjustments are also important to reduce absenteeism and turnover. Internal communication needs to be improved through regular meetings and digital platforms, along with strengthening teamwork through team building activities. The physical working environment conditions can be improved by improved ventilation, temperature control, and comfortable working facilities. To increase employee satisfaction and loyalty, companies can provide career development opportunities, ample time off, and fair compensation and incentives. In addition, employee transportation access needs to be considered through subsidies or shuttles. In the face of conflict, quick mediation and the formation of a positive work culture are essential. Performance evaluations and job satisfaction surveys should be conducted regularly to monitor progress. Finally, involving employees in the decision-

making process will increase a sense of ownership and responsibility for the work.

ADVANCED RESEARCH

Further research that can be conducted to deepen these findings is to develop large-scale survey-based quantitative studies to measure the relationship between work motivation factors, physical and non-physical work environment, and leadership style on productivity levels and turnover intention statistically. This research can be strengthened with a structural analysis model (Structural Equation Modeling / SEM) to see the direct and indirect influence between variables, as well as segmentation based on employee demographics such as age, length of work, and educational background. In addition, a mixed-method approach is also suggested by adding case studies from other branches (if any) to compare the effectiveness of managerial strategies in different contexts, so that the results can be used as a basis for formulating more strategic and data-driven human resource policies in Ayam Pecak XYZ and the culinary MSME sector in general.

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