

CHAPTER I

INTRODUCTION

1.1 Background Of The Study

Human resources (HR) is an important element in determining success or failure of a business. This has an impact on the people manager to develop resources human power (Vermeeren,2014). Through development, employees are expected to be the company able to win the competition. Emphasis on all activities management should pay attention owned HR and time required must be used to a minimum maybe without ignoring standard set.

According Wilton (2016), human resources is frequently used to define all organizational operations related to hiring and choosing, job development, preparation, evaluation and recompensation, management, motivation and management. Human resource management (HRM). In other words, HRM relates to the philosophy, policies, processes and practical framework for managing an employer-employees connection.

Failure to manage human resources can result in disruption in the achievement of organizational goals, either performance, profit, and survival of the organization. Managers should understand that success in improving performance and productivity must involve employees because employees not only becomes the main force in realizing change but also increasingly actively participate in planning changes.

In order for management activities to run well, companies must have employees knowledgeable and highly skilled and an effort to manage the company optimally possible so that employees' performance increases. Human resource management is also a process of handling various problems in the scope of employees, laborers, managers and other workers to be able to support activities or changes in achieving organizational goals.

Organization usually utilizing a certain resource such as environment, method, material, machinery, money, and several other resources in order to achieve goals of the organization.

The success of an employees inside workplace will be known if the company implements a performance appraisal system. According to Mathis, et al (2016) performance is a condition that is must be known and informed to certain parties, use knowing the level of achievement of results the work of an organization is adjusted with the vision and mission that has been determined in the organization, so that can know the positive impact and negative policy taken and is it in accordance with the provisions determined. One factor that can affect employees' performance is career development which is a factors that encourage achievement employees' performance and can provide productivity increase at organization or company. Program career development can improve skills, employees knowledge and experience towards his work. Employees wants a career that expresses their interests, their personality, ability and in harmony with the overall life situation. But, most management has failed to recognize this need and the experience given is not possible to develop a career employees.

The development of human resources (HR) in organizations must be taken seriously. Good management of HR will have an impact on organizational stability and efforts to achieve the goals and objectives of the organization itself. Human resources is one of the important factors in an organization, because it is a company that conducts activities. Therefore human factors must be managed properly in order to provide optimal results for the company.

One aspect of HR development that is very important to note is career development and promotion which will have an impact on improving employees work performance.

Every organization always wants employees to work well and have high work performance so that what is the overall goal of the organization can be more easily achieved. To realize this, organizations will usually demand that their employees work as expected. But in reality, not all employees can work optimally, depending on their abilities and efforts in carrying out their duties. The results of all of that are reflected in the work performance of each employees. Job performance is interpreted as the result of all efforts and the deployment of capabilities possessed by employees in carrying out their duties.

One of the existing restaurants in Medan, namely Ministro located on Jalan S. Parman No. 308, Medan City - North Sumatera. is a Ministro Est Restaurant. MMXVII with OO Pastries located in one location. There is a typical Western food menu, and *halal* bakery menu.

Data on the realization of sales targets by employees at Ministro Cafe Medan are presented in the following table 1.1.

Table 1.1 Sales Data of Ministro Cafe Medan Period 2018

Month	Target	Sales realization	Percentage
January	300.000.000	285.000.000	95 %
February	300.000.000	276.000.000	92 %
March	300.000.000	255.000.000	85 %
April	300.000.000	260.000.000	86,7 %
May	300.000.000	248.000.000	82,7 %
June	300.000.000	252.000.000	84 %
July	300.000.000	240.000.000	80 %
August	300.000.000	245.000.000	81,7 %
September	300.000.000	241.000.000	80,3 %
October	300.000.000	243.500.000	81,2 %
November	300.000.000	245.500.000	81,8 %
Desember	300.000.000	278.000.000	92,7 %

Source: Ministro Cafe Medan (2019)

From table 1.1 it can be seen that sales turnover is not stable and the lowest sales turnover in July 2018 which only realized 80% of the sales target of 300,000,000, only realized 240,000,000. According to I Wayan Manggis, et al (2018) increase sales and revenue can be improved through increasing employees productivity. The way to increase their productivity and motivation is through career development towards employees' performance achievement. It is said that career development is an activity to increase personal in order to live better and attract potential employees. Thus, seeing these conditions, one factor that needs to be improved for the increasing sales is for the company to have the employees to work well and have high work performance. One of the ways is through career development. s

There are other factors such as in the relationship between the leader and his subordinates, a number of employees expect to get the treatment of leaders who are open and provide flexibility in their work, while others hope that the leaders conduct more direction.

From a career perspective, an organization should not be seen as a place that employs someone, but should be seen as a place to facilitate one's career. With such a view, someone's career does not depend on the willingness of the organization, but it depends on the wishes of the employees. This meaning does not mean the organization does not get what it wants, but precisely the organization will get two things at once namely talents that are tailored to their interests and organizations will get employees with high performance.

Career planning and career development will benefit individuals and organizations. Through career development programs, the company will increase employees' performance and productivity, reduce labor turn over, and will increase promotion opportunities for employees. For employees themselves, planning careers can encourage their readiness to use career opportunities there is. Especially for the human resources department will facilitate fulfillment the need for the preparation of internal personnel (staffing). For an individual career development is a lifelong process to be readily chosen, made choices, and continuously made choices of various kinds of work in the community, career development also determined dynamic interaction between individual, contextual, mediating, environmental and output factors.

From the explanation above, it can be said that the career and process of socialization give contribution to the effectiveness of individuals, groups and organizations. Through the career process, individuals strive to improve quality, production, efficiency, satisfaction, flexibility, development, competitive ability,

and fighting power. Individuals join organizations to get opportunities for work experience as well as satisfying career.

According to Marcus (2017) one of the factors influencing an employees career development is job performance. The most important factor to improve and develop an employees career is in his performance in carrying out the tasks entrusted to him. Without satisfactory work performance, it is difficult for a worker to be proposed by his superiors to be considered promoted to a higher job or position in the future.

In other word means that employees need to improve their career development so will be promoted to the higher level on the job.

According to Tziner & Rabenu (2018) an employees who is successful with excellent work performance then occupies a higher position, this means that the company's goals and individual goals are achieved.

It can be interpreted that employees need to have an excellent work performance so will be promoted and achieve both company and individual goals.

In its operations at Ministro Cafe Medan, employeeess are dissatisfied with work due to career development and promotions that are considered unfair because the promotion of employees who have long worked in the company with newly hired employees is the same. Because Ministro Cafe Medan is looking for the employees and challenged them based on integrity, responsibility, and critical thinking. The writer conducted the research at Ministro Café Medan in April 2019.

The following table 1.2 will show the data from some of employees career development at Ministro Cafe Medan period 2015-2018

Table 1.2 Employees Career Development Data at Ministro Cafe Medan period 2015-2018

Year	Join Date	Join Position	Last Position	Promotion Duration Until Last Promotion
2015	03-03-2015	Commis 2	Assistant Pastry Chef	2 years 10 months
2015	12-05-2015	Cook Helper	Assistant Chef	2 years 5 months
2016	02-02-2016	Waitress	Waitress	2 years 7 months
2017	14-05-2017	Waiter	Captain	1 year 8 months
2018	20-03-2018	Waiter	Waiter	1 year 8 months

Source: Ministro Cafe Medan (2019)

The data above shows that the promotion duration of the employees was showing differences due to different performance of the employees. Thus, even though Ministro Cafe Medan has applied the same career development program and assessment to every employee, it still caused a variety of employees' performance in terms of promotion duration.

While the promotion was obtained through the assessment by Ministro café Medan themselves, the feedback from the employees is considered important to know whether the career development in Ministro Café Medan influences their performance or not. Feedback from employees is considered need to be taken as variety of the employees' performance is caused by the employees themselves. Therefore, writer would like to gain feedback and conduct a research from Ministro Cafe Medan to influence the employees' performance achievement.

Having a strategic position is an achievement in itself. Achieving it is not easy, it takes a strategy and careful planning in doing all that. And promotion is one of the good achievements for employees who work in a company.

Based on the background above, the researcher is interested in choosing the title **“THE INFLUENCE OF CAREER DEVELOPMENT TOWARDS EMPLOYEES’ PERFORMANCE ACHIEVEMENT AT MINISTRO CAFE MEDAN”**

1.2 Problem Limitation

In order for research conducted more focused and easily in collecting and processing data, the scope of research is limited as follows. There are so many cafes in Medan. This study only examines one of the cafe in Medan, which is only limited to Ministro Cafe Medan, which conducted in April 2019. There are two variables that have been applied in this research, they are: independent variable (career development) and dependent variable (employees’ performance achievement).

1.3 Problem Formulation

The problem formulation will be discussed as follows:

1. How is the career development at Ministro Cafe Medan?
2. What is the employees’ performance achievement at Ministro Café Medan?
3. Is there any influence of career development on employees’ performance achievement at Ministro Cafe Medan?

1.4 Objective of The Research

The study will achieve the following objectives:

To test and analyze the effect of career development on employees' performance achievements at Ministro Cafe Medan.

1.5 Benefit of The Research

The benefits of this study are divided into two, namely theoretical and benefits practically.

1.5.1 Theoretical Benefit

Theoretically, to writer and reader, the result of this research is expected to be a reference or input for the development of communication science and increase the study of entrepreneurship, especially to determine the effect of career development on employees' performance achievements.

1.5.2 Practical Benefit

Practically, to the company, the results of this study are expected to be input for Ministro Cafe Medan especially in decision making to determine company policy, helping Ministro Cafe Medan solve its problems, increase sales. And for others this research is also expected to assist other parties in presenting information to conduct similar research.

A. Benefit for the company:

1. To find out and improve career development towards employees' performance achievement at Ministro Cafe Medan.
2. To understand the influence of career development towards employees' performance achievement at Ministro Cafe Medan.

B. Benefit for the social:

1. The writer expects to bring a fresh research and ideas about the career development towards employees' performance achievement especially in hospitality industry which is focused on the business that aims to build a good management of career development towards employees' performance achievement for the company.
2. This research also means to increase knowledge and insight into the application of theories that have been obtained in college.

1.6 Systems of Writing

In the systematics of writing, the author will briefly describe the chapter by chapter in sequence. The order of writing the chapter to be presented is as follows:

CHAPTER I: INTRODUCTION

It is the outline, the direction of purpose, and the encouraging research grounds the writer does research and include: background of the study, problem limitation, problem formulation, objective of the research, benefit of the research (theoretical and practical benefit) and systems of writing.

CHAPTER II: LITERATURE REVIEW AND HYPOTHESIS

DEVELOPMENT

This chapter explains about the review of existing empirical evidence and theory regarding the relationship. Explaining further about the theory on which the author is based, which cover: theoretical background, previous research, hypothesis development, research model and framework of thinking.

CHAPTER III: RESEARCH METHODOLOGY

The specific procedures or techniques used to identify, select, process, and analyze information about a topic describe: research design, population and sample, data collection method, operational variable definition and variable measurement, data analysis method.

CHAPTER IV : DATA ANALYSIS AND DISCUSSION

This chapter presents the data and a discussion of the findings, describe: general view of “research object”, data analysis (descriptive statistic, result of data quality testing and result of the hypothesis testing), and discussion.

CHAPTER V: CONCLUSION

This chapter summarizes a closure for the reader while reminding the reader of the contents and importance of the paper, describe: conclusion, implication and recommendation.