

Strategy of Employees Performance Improvement in Ratu Indah Mall Management of Makassar

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ABSTRACT: Purpose this study to find an overview regarding the strategies used by Ratu Indah Mall management to improve their employees performance at this time, and to find suitable strategies to improve employees performance of Ratu Indah Mall management. Data analysis technique used in this research is SWOT (Strengths, weaknesses, Opportunities, Threats) analysis. The results of this study indicate that strategy of performance improvement applied at Ratu Indah Mall Makassar namely: a) Motivation technique or motivation provided to employees so that they will be able work faster and better. b) Insights development through training so that the work team/employees can be more solid and cohesive to that the coordination and execution can be easier and lighter. c) To maximize the existing work time so that the job can be performed better. d) To conduct daily briefing in early day before start working so that employees can be more directive in completing tasks or job. e) The implementation of KPI (Key Performance Indicator) based works through PDCA (Plan, Do, Check, Action) which are regularly evaluated. Grand strategy that can be adopted in Ratu Indah Mall Management is Strategy of Human Resource Integration, Strategy of Human Resource Performance Quality Maintenance and Dvelopment Strategy of Human Resource Performance Improvement.

I. INTRODUCTON

A. Research Background

The most dominant shopping centers and provide a lot of comfort is the mall. The large number of malls that were built had turned into a specific business competition which requires them to provide excellent service to costumers. The services provided both in the form of tenant variaty as well as comforness which are offered by the mall. This has become one of important tasks for mall management employees in an effort to improve imagemall in public perspectives. To optimize performance, the mall management needs to improve employee performance through a set of supportive strategies for company development which supposedly is in line with company vision and mission. The increased employee performance automatically creates a managed mall became more improving. The difference in employee performance level makes this distinction more prominent. One of the difference that can be seen is the comfort offered by the mall. The employee performance is based on the strategy adopted by management.

Strategies for improving employee performance applied by Ratu Indah Mall management namely revenue target strategy which is a strategy that requires every employee to meet the targets that have been determined in a timely manner, the reward technique is in form of twice amount of base salary that will be accepted based on employee discipline seen by the presence, skill in completing the work and problem-solving abilities as well as implementation of KPI (Key Performance Indicator) meeting that aims so that employees know their duties and responsibilities because they should reach the set targets. Efforts to improve employee performance is a task that must be realized properly. The efforts require a strategy that support the achievement of these objectives. Strategy of employee performance improvement starts from the analysis of internal and external environment, reviewing the vision, mission and to form a work program and formulate appropriate strategy options.

Strategic sanagement is one way to improve employees performance. Strategic manajemen is focused on problems faced by corporates. The main goal of strategic management is to learn the difference between successful companies and the failed ones. Implementation of strategic management means that a company is trying to make plans or strategies that have been formulated and implemented can be controlled well.

Implementation of strategy using three kinds of concepts namely classic strategy concept, modern strategy concept and alternative strategi concept. The classic strategy concept oriented on diversification involving economic, business, technology and finance factors, the modern strategy concept oriented on SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) and alternative strategy concept formulated by Moses Hubeis in 1991 which combining the classical concept and modern concept by formulating methods PRECOM (Pre-Commercialisation). Such strategy concepts can be used to improve employee performance.

Good employee performance has impact on organization quality. Performance improvement or employees quality is affected by superior's performance. This circumstance is because the superiors become a benchmark or role model for subordinates and most importantly that the superiors are able to implement strategies that can improve the employees performance. This is mainly expected to be applied at Ratu Indah

Mall. The employee performance of Ratu Indah Mall management still needs to be improved. This is due to the persistence of employees who still have poor attendance due to work lateness, lack of knowledge about the different jobs which caused by different educational backgrounds of employees, lack of coordination among employees that hinder performance and delay in terms of information regarding the latest business developments.

B. Research Formulation

Based on the background described above, it can be formulated issues that will be discussed as follows:

1. How is the strategy used by Ratu Indah Mall management to improve the performance of its current employees?
2. What is the grand strategy used to improve the employees performance in Ratu Indah Mall management?

C. Research Objectives

The objectives of this study are as follows:

1. To find an overview regarding the strategies used by Ratu Indah Mall management to improve their employees performance at this time.
2. To find suitable strategies to improve employees performance of Ratu Indah Mall management.

II. LITERATURE REVIEW

A. Definition of Strategy and Strategic Management

Strategy is a way applied by a group or organization to achieve certain goals. Dirgantoro (2001: 5) in his book reveals that strategy is derived from Greek which means: leadership in the army. Strategy is set the direction towards "management" in the sense of people regarding resource in business and on how to identify the conditions that most favorable win competition in the market (Dirgantoro, 2001: 5). Definition of strategy according to Porter and Nilasari (2014 : 3) is the creation of a unique and valuable position which is obtained by performing a series of activities.

Another definition formulated by Hunger and Thomas (2001: 4) that strategic management is a set of managerial decisions and actions that determine the company performance in long term. Meanwhile, according to Siagian (2004: 15), strategic management is a series of fundamental decisions and actions made by top management and implemented by all levels of organization in the achievement of organizational goals concerned. Moreover, definition of strategic management according to Nawawi in Nuryanti (2010) namely the process or series of decision making activities that are fundamental and comprehensive, along with the determination to implement them, which are made by top management and implemented by all levels within an organization, to achieve the goals.

B. Development of Strategic Management Theories

Strategic management theory existed today are experiencing important stages. In the early of 1950s the topics were still around budgets and financial supervision, and in the late 1950s it was developed the strategic management theory which emphasized on the functional integration or fusion of production function, functional integration or combination of production production, marketing, financial and human resources functions to achieve intended goals. Continued to 1960s, the dominant theme in the strategy was shifting toward Corporate Planning which was a complex plan with detailed forecast regarding the state of the economy and particular markets. Next in 1970s, the company strategic planning started to emphasize on the integration of management functions which formulated on corporate planning and strategic policies. Then, in 1980s emerged the concept of strategic management which emphasized on the development of the company's internal expertise by using core competencies and reactive to changes in the external environment.

C. Strategy Formulation

According Hubeis and Najib (2014: 23), there are three stages of strategic management process, namely strategy formulation, strategy implementation, and strategy evaluation and control, which begins with the observation of environment related to each other. The main stages in the strategic management process are:

1. Strategy Formulation

At this strategy formulation stage, companies can use the strategic management process which consists of six stages, namely:

- a. To perform internal environment analysis
- b. To perform external environment analysis
- c. To develop a clear vision and mission
- d. Setting company goals and objectives
- e. To formulate strategic choices and choose the right strategy
- f. To determine control

2. Strategic Implementation

This stage is a critical stage because many organizations are able to develop a good strategy formulation, but they are not able to implement them properly. Several important things a company should do, namely:

- a. Setting of annual goals
 - b. Policy Formulation
 - c. Motivating employees
 - d. Resource allocation
- ### 3. Strategy Evaluation and Control

Strategy evaluation is a process which directed to ensure whether the strategic actions performed by company are in accordance with strategy formulation which already determined or stipulated. Several things need to be conducted by company in strategy evaluation process, namely:

- a. Reviewing external and internal problems that recently occur.
- b. The existence of measurement of company capability or performance by re-assurance.
- c. To make improvements for company development.
- d. To assist in developing future models.

D. Advantages of Strategic Management

According to Malik (2009:12) there are several advantages that can be gained by company or organization if applying strategic management, namely:

1. Provide long term direction that will be gained.
2. Assist the organization to adapt with changes that occur.
3. Creating more effective organizations.
4. Identify organizations' comparative advantage in increasingly risky environment.
5. Activities of strategy making will enhance company's ability to prevent problems in the future.
6. The involvement of employees in strategy making will further motivate them in the implementation stage.
7. Overlapped activities can be reduced.
8. The change reluctance of employees can be reduced.

E. Strategy of Human Resources

According to Hubeis and Najib (2014: 91), there are at least two things that the company's focus on human resources, the first is productivity issue which heavily influenced by factors of motivation, working facilities, and competency. The second focus is loyalty issue which is influenced by the level of job satisfaction toward company. Strategy in the field of human resources must be determined the description and type of measures to be taken at operational management level based on the grand strategies which concern to human resources management and have been assigned at higher management level higher. All the activities of human resource management revolves around the procurement, use and maintenance of human resources in a way that supports the satisfying organization's performance. According to Siagian (2004:221) the implementation of entire human resource activities should be based on a reliable human resource information system.

Another things related to human resource strategy is how to manage effective and efficient human resource productivity by developing work competence and satisfaction continuously. This process starts from human resource planning to ensure the resource availability according to company needs, recruitment as systematic effort to fill the existing vacancies, selection which conducted so that company can explain the various requirements should be taken by candidates such as application files completion, tests to be followed, interviews, and other activities that have been formulated as well as orientation that contains circumstances should be noticed by new employees such as company's history, duties and responsibilities that must be carried and behavior within the company, including interaction with other employees.

F. SWOT Analysis

SWOT analysis is the identification of various factors systematically to formulate corporate strategy (Rangkuti, 2008:18). This analysis is based on the logic that can maximize Strengths and Opportunities, but at the same time can minimize Weaknesses and Threats. According to Siagian (2004:172), *strengths in this case the strength factors owned by a company, weaknesses which mean significant limitations in terms of resources, skills and abilities that become a serious impediment to company performance, opportunities are a variety of circumstances which favorable environment for a business unit or company and threats are environmental factors that are not profitable for a company.*

To analyze and arrange the strength, weakness, opportunity and threat factors it can be used matrix IFAS matrix (Internal Strategic Factors Analysis Summary matrix), EFAS matrix (External Strategic Factors Analysis Summary matrix) and SWOT matrix and decision-making matrix. The following are image of decision-making matrix:

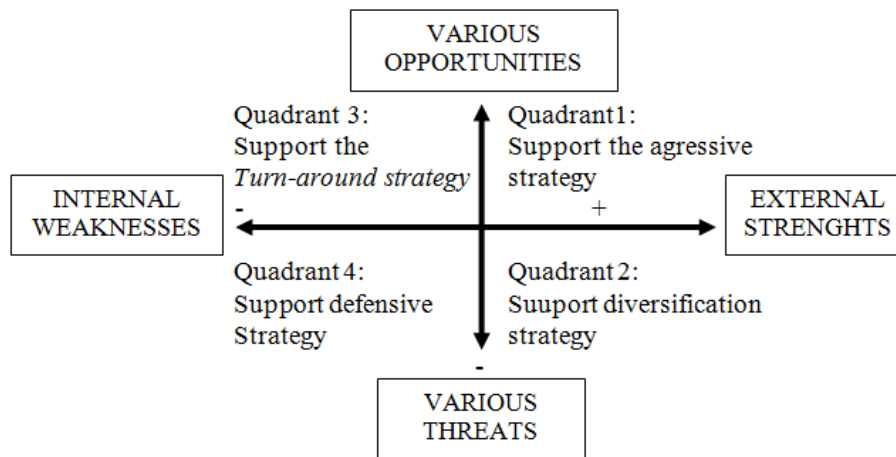


Figure 1 Decision Making Matrix
Source: Rangkuti (2008:19)

G. Conceptual Framework

Conceptual framework is an overview regarding research flow that will be implemented so that it can be concluded about the strategy implemented in Ratu Indah Mall Management in order to improve employees performance.

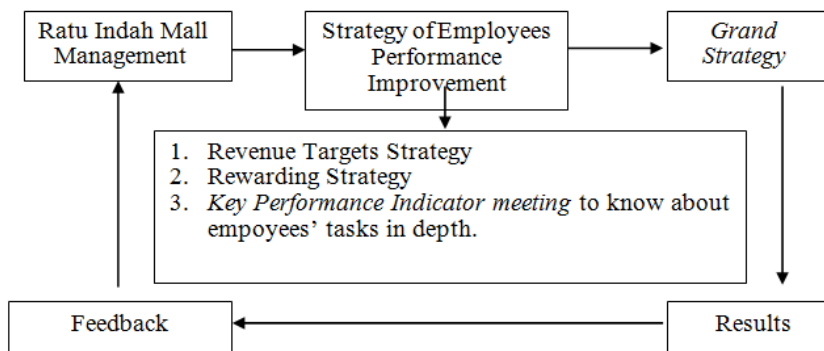


Figure 2 Conceptual Framework of Employees' Performance Improvement Strategy in Ratu Indah Mall Management

III. RESEARCH METHODOLOGY

Research type used is descriptive research. Descriptive research is chosen by researcher to provide description and explanation regarding strategy used by Ratu Indah Mall management to improve employees' performance. Population and sample in this research is middle manager of Ratu Indah Mall which is 1 (one) respondent and Section Head Department for three (3) people as core respondents Human Resource Development staffs for 2 (two) people as supporting respondents. Thus, the number of samples in this study were 6 (six) people. The Sampling technique used was saturated sampling, namely sampling which is used when the entire members of population applied as a sample.

Data analysis technique used in this research is SWOT (*Strengths, weaknesses, Opportunities, Threats*) analysis. Based on SWOT analysis then later it will be formulated the appropriate strategy to improve performance in Ratu Indah Mall management. According to Rangkuti (2008:21), SWOT analysis process consist of three stages namely data collection, analysis stage and decision making.

Data of company's strategic internal and external factors will be incorporated into the SWOT matrix which later will be formulated a grand strategy that is tailored to company's SWOT. SWOT matrix can be described as follows :

Table 1 SWOT Matrix

IFAS EFAS	STRENGTHS (S)	WEAKNESSES (W)
OPPORTUNITIES (O)	SO STRATEGY Strategy that uses strengths to utilize opportunities.	WO STRATEGY Strategy to minimize weakness to utilize opportunities.
THREATS (T)	ST STRATEGY Strategy that uses strengths to handle threats.	WT STRATEGY Strategy minimize weaknesses and avoid threats.

Source : Rangkuti (2008:31)

SWOT matrix in Table 1 has four alternative strategies namely SO, WO, ST and WT strategies.

IV. RESULT AND DISCUSSION

Based on the results of questionnaires distribution to four respondents showed that at Ratu Indah Mall management, there are several strategies for improving employees performance used. These strategies namely providing motivation for employees to work faster and better, developing insight through training so that the team work be more solid and work coordination and execution be much easier and lighter, to maximize work time so that the work can be done better, provide briefings in early days before work so that employee can be more focused on completing the job or task as well as the work execution based on KPI (Key Performance Indicator) which is regularly evaluated through meetings called PDCA meeting. PDCA meeting is a departemental meeting and led by the Head of Department in this case the *Section Head Department* which discuss the employee assessments provided directly by head of subordinates in accordance with achievement indicators of achievement of the work performed by his subordinates and also discuss the achievement of each employee for a month. At this meeting it will be known the achievement of each employee during the month according to predetermined targets.

The number of employees at Ratu Indah Mall management is 52 people consisting of 41 male employees and 11 female employees. Additional employees are 99 cleaning staff, 60 securities, 40 people for parking section. There are also outsourcing employees which included in *house keeping* and *security*. Several things to be considered in formulating strategies to increase employees performance at Ratu Indah Mall Management namely :

1. Targets to be achieved
2. Capacity and Capability of employe/individual
3. The process of supervision, coaching and counseling
4. SOP (*Standar Operating Procedure*)
5. *Job description*
6. Work Culture
7. Character and team members emotional Karakter dan emosional anggota tim.

A. Grand Strategy Applied in the Efforts of Employees Performance Improvement at Ratu Indah Mall Management of Makassar

Determination of *grand strategy using* SWOT analysis. The stages in the process of SWOT analysis consists of internal and external environment analysis, IFAS matrix and EFAS matrix, SWOT matrix and decision making matrix.

1. Internal Environment Analysis on Ratu Indal Mall Management of Makassar

a. *Strengths of Ratu Indah Mall Management in Makassar* namely:

- 1) The ability to finisih the job or task properly and fastly.
- 2) The ability to serve, receive and handle complaints (*target zero complaint*).
- 3) Embedding the appropriate attitude according to Kalla Group slogan (Work Worship, Customer Appreciation, Faser, Better, Active Together) to work.
- 4) The ability to collect data, analyze data and interpret the decisions and speed.
- 5) To understand matters concerning the employment relationship and other related departments.
- 6) Team work/cooperation between the parts that supports the smooth execution of work.
- 7) Sense of familiarity and high cohesiveness among employees.
- 8) Consistent and committed in solving problems.
- 9) Loyalty to work and corporate and particularly tolerance to work outside work time.
- 10) A clear division of work dan not overlapping.
- 11) Relatively long work period so that employees insights on work and company relatively good.

b. *Weaknesses of Ratu Indah Mall Management in Makassar* namely:

- 1) Lack of briefing to employees to be focus on finishing the job.

- 2) Need to increase time discipline.
 - 3) The report form which still manual needs more intensive and proactive communication among employees.
 - 4) Target achievement assigned to each employee is still less than expectations.
 - 5) The need for increased control/supervision from leaders particularly the supervisors toward subordinates.
 - 6) Lack of expertise on the job/task handled.
- 2. External Environment Analysis on Ratu Indah Mall Management of Makassar**
- a. *Opportunities of Ratu Indah Mall in Makassar namely:*
- 1) *GMT Training which held by external institutes provided to employees.*
 - 2) Employees participation on *workshop* which held outside Makassar
 - 3) Seminars to increase performance provided for employees which held outside Makassar.
 - 4) The provision of specific training of *property management* to employees which organized by external institutes.
 - 5) Human Resources Development by organizing service training improvement which held by reliable external institutes.
 - 6) Improvement of employees quality through skill development by following trainings which held by trusted external institutes together with employees from other companies.
 - 7) Opportunity to occupy directors position for each employee which rarely existed in other family companies.
- b. *Threats of Ratu Indah Mall Management in Makassar namely:*
- 1) The existence of external companies that available to occupy employees turnover with better facilities.
 - 2) Other companies offering better payment.
 - 3) Employees are interested to other company that is better than the current position.
 - 4) Problems that occur outside the company that effect employees performance.

3. IFAS Matrix (Internal Strategic Factors Analysis Summary) EFAS Matrix (External Strategic Factors Analysis Summary)

The internal and external strategic factors on Ratu Indah Mall of Makassar are processed with IFAS matrix and EFAS matrix. The followings are IFAS and EFAS matrixes of Ratu Indah Mall Management:

Table 2 IFAS Matrix (*Internal Strategic Factors Analysis Summary*) Of Ratu Indah Mall Management in Makassar

Internal Strategy Factors	Weight	Rating	Score
Strengths			
The ability to complete the job properly and fastly.	0,08	3	0,24
The ability to serve, receive and handle complaints (<i>target zero complaint</i>).	0,08	3	0,24
Embedding the appropriate attitude according to Kalla Group slogan (Work Worship, Customer Appreciation, Faser, Better, Active Together) to work.	0,08	3	0,24
The ability to collect data, analyze data and interpret the decisions and speed.	0,06	3	0,18
To understand matters concerning the employment relationship and other related departments.	0,06	3	0,18
Team work/cooperation between the parts that supports the smooth execution of work.	0,06	3	0,18
Sense of familiarity and high cohesiveness among employees.	0,06	3	0,18
Consistent and committed in solving problems.	0,05	3	0,15
Loyalty to work and corporate and particularly tolerance to work outside work time.	0,05	3	0,15
A clear division of work dan not overlapping.	0,04	3	0,12
Relatively long work period so that employees insights on work and company relatively good.	0,03	3	0,09
Total Strengths	0,65		1,95
Weaknesses			
Lack of briefing to employees to be focus on finishing the job.	0,07	2	0,14
Need to increase time discipline.	0,07	2	0,14
The report form which still manual needs more intensive and proactive communication among employees.	0,06	2	0,12
Target achievement assigned to each employee is still less than expectations.	0,05	3	0,15
The need for increased control/supervision from leaders particularly the supervisors toward subordinates.	0,05	2	0,10
Lack of expertise on the job/task handled.	0,05	3	0,15
Total Strength	0,35		0,80
Total Overall Internal Factors (Strength + Weakness)	1,00		2,75

Source: IFAS Analysis of Ratu Indah Mall Management Makassar, 2014

Table 2 shows that the total score of internal factors in Ratu Indah Mall Management of Makassar is **2,75** where the strength factors value is bigger namely **1,95** than the weakness factor value of **0,80** with difference between two factors is **1,15** which means **positive**.

Table 3 EFAS Matrix (*External Strategic Factor Analysis Summary*) Of Ratu Indah Mall Management Makassar

External Strategic Factors	Weight	Rating	Score
Opportunities			
<i>GMT Training which held by external institutes provided to employees.</i>	0,10	3	0,30
Employees participation on <i>workshop</i> which held outside Makassar.	0,10	3	0,30
Seminars to increase performance provided for employees which held outside Makassar.	0,10	2	0,12
The provision of specific training of <i>property management</i> to employees which organized by external institutes.	0,10	3	0,30
Human Resources Development by organizing service training improvement which held by reliable external institutes.	0,10	3	0,30
Improvement of employees quality through skill development by following trainings which held by trusted external institutes together with employees from other companies.	0,10	2	0,20
Opportunity to occupy directors position for each employee which rarely existed in other family companies.	0,06	2	0,12
Total Opportunities	0,66		1,64
Threats			
The existence of external companies that available to occupy employees turnover with better facilities.	0,10	3	0,30
Other companies offering better payment.	0,09	3	0,30
Employees are interested to other company that is better than the current position.	0,09	3	0,30
Problems that occur outside the company that effect employees performance.	0,06	2	0,12
Total Threats	0,34		1,02
Total Overall External Factors (Opportunities + Threats)	1,00		2,66

Source: EFAS Analysis, Ratu Indah Mall Management of Makassar, 2014

According to Table 3 it is known that total score of external factors of Ratu Indah Mall Management in Makassar is **2,66** where opportunity value is **1,64** which bigger than threat value of **0,02** and the difference between two factors is **0,62** which means **positive**.

4. SWOT Matrix

The following is SWOT Matrix in Ratu Indah Mall Management of Makassar.

Tabel 4 Matrik SWOT Manajemen Mal Ratu Indah Makassar

Internal Factors	List of Strengths (S)	List of Weaknesses (W)
	The ability to finish the job or task properly and fastly [0,08]. The ability to serve, receive and handle complaints (<i>target zero complaint</i>) [0,08]. Embedding the appropriate attitude according to Kalla Group slogan (Work Worship, Customer Appreciation, Faser, Better, Active Together) to work [0,08]. The ability to collect data, analyze data and interpret the decisions and speed [0,06]. To understand matters concerning the employment relationship and other related departments [0,06]. Team work/cooperation between the parts that supports the smooth execution of work [0,06]. Sense of familiarity and high cohesiveness among employees [0,06]. Consistent and committed in	Lack of briefing to employees to be focus on finishing the job [0,07]. Need to increase time discipline [0,07]. The report form which still manual needs more intensive and proactive communication among employees [0,06]. Target achievement assigned to each employee is still less than expectations [0,05]. The need for increased control/supervision from leaders particularly the supervisors toward subordinates [0,05]. Lack of expertise on the job/task handled [0,05].

	<p>solving problems [0,05]. Loyalty to work and corporate and particularly tolerance to work outside work time [0,05]. A clear division of work dan not overlapping [0,04]. Relatively long work period so that employees insights on work and company relatively good [0,03]</p>	
External Factors		
List of Opportunities (O)	SO Strategy	WO Strategy
<p>GMT Training which held by external institutes provided to employees [0,10]. Employees participation on <i>workshop</i> which held outside Makassar [0,10]. Seminars to increase performance provided for employees which held outside Makassar [0,10]. The provision of specific training of <i>property management</i> to employees which organized by external institutes [0,10]. Human Resources Development by organizing service training improvement which held by reliable external institutes [0,10]. Improvement of employees quality through skill development by following trainings which held by trusted external institutes together with employees from other companies [0,10]. Opportunity to occupy directors position for each employee which rarely existed in other family companies [0,06].</p>	<p>Strategy of Human Resource Integration (SDM). Strategy of Human Resource Quality Maintenance. Strategy of Courses Development of Employees' performance improvement</p>	<p>Strategy of Human Resource Development.</p>
List of Threats (T)	ST Strategies	WT Strategies
<p>The existence of external companies that available to occupy employees turnover with better facilities [0,10]. Other companies offering better payment [0,09]. Employees are interested to other company that is better than the current position [0,09]. Problems that occur outside the company that effect employees performance [0,06].</p>	<p>Strategy of Human Resource Retention</p>	<p>Strategy of Human Resource Quality Improvement.</p>

Source: SWOT Matrix of Ratu Indah Mall Management, Makassar, 2014

5. Decision Making Stage

The IFAS Matrix shows that the total score of internal factors is **2,75** where the strength factors value is bigger namely **1,95** from weakness factors value of **0,80** which means **positive** while EFAS Matrix shows that the total score of external factors is **2,66** where the opportunities factors value is bigger namely **1,64** in comparison to threat factors value of **1,02** which also means **positive**. So that, both strength and opportunity factors are in **positive** to be exacts they are at first quadrant namely supporting for aggressive strategy. The strategies applied are as follow:

a. Strategy of Human Resource Integration

Strategy of Human Resource integration is a strategy to integrate the company's interest with employees' needs or interests so that it can be created mutually advantageous and harmonious cooperation. The company's interests are to have well performed employees so that company can achieve success. The fulfillment of company's interests is conducted by developing the employees' performance through trainings which

correspond to target stipulation that should be achieved by employees. Whereas the employees' interests are fulfilled if they are well performed, then they will earn raise in salary as well as bonus provision in accordance to performance improvement which conducted to fulfill their needs.

b. Strategy of Human Resources' Performance Quality Maintenance

Strategy of Human Resources' Performance Quality Maintenance is the strategy that can be used by Ratu Indah Mall Management by maintaining employees' performance quality. This is of course can be conducted to maintain existing employees' performance so that the employees' performance in managing Ratu Indah Mall can be implemented properly. This strategy is imposed not only for high expectancy employees but also for all employees so that they are motivated to work harder.

c. Strategy of Courses Development of Employees' performance improvement.

There are many courses that can be pursued to improve employees' performance such as *training, workshop and seminars*. However these courses can be developed to other alternative courses. The other alternative courses such as providing education like the ones in school but in shorter term and funded by company. Nevertheless it can be underlined that the employees who receive this funded education should not resign or move to other company. Thereby, the company is able to retain the best quality employees.

V. CONCLUSION AND RECOMENDATIONS

A. Conclusion

Based on discussion of study results at Ratu Indah Mall Management Office Makassar, it can be concluded as follows:

1. Strategy of performance improvement applied at Ratu Indah Mall Makassar namely:
 - a. Motivation technique or motivation provided to employees so that they will be able work faster and better.
 - b. Insights development through *training* so that the work team/employees can be more solid and cohesive to that the coordination and execution can be easier and lighter.
 - c. To maximize the existing work time so that the job can be performed better.
 - d. To conduct daily *briefing* in early day before start working so that employees can be more directive in completing tasks or job.
 - e. The implementation of KPI (*Key Performance Indicator*) based works through PDCA (*Plan, Do, Check, Action*) which are regularly evaluated.
2. *Grand strategy* that can be adopted in Ratu Indah Mall Management is Strategy of Human Resource Integration, Strategy of Human Resource Performance Quality Maintenance and Development Strategy of Human Resource Performance Improvement.

B. Recommendations

Based on the conclusions, then researcher can propose the following recommendations:

1. To improve employees' performance, the supervision of leaders particularly the Head of Section to subordinates should be increased so that the work assigned can be completed properly and timely.
2. To maximize employees' performance one should also maximize expertise on respective job. The job performed should be understood by employees concerned so that it will be achieved satisfying results.
3. To utilize opportunity namely concept and tenancy development of Ratu Indah Mall then the management should think of a unique and impressive concept that can be applied to Ratu Indah Mall to attract consumers so that they will visit and shop at Ratu Indah Mall. The addition of *tenant* should also be performed so that *tenants* at Ratu Indah Mall will be more varied and complete.
4. To overcome threats in terms of competitors' activities (other malls) which also increasingly developing, Ratu Indah Mall as the first modern department store in Makassar should not underestimate this. The need for more intense development is required so that Ratu Indah Mall will not be easily defeated by other competitors with similar segmentation.

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