

**INDIVIDUAL COUNSELING WITH CONTRACT ENGINEERING
BEHAVIORAL APPROACH TO IMPROVE EMPLOYEE
PERFORMANCE IN MR DIY SUN EAST MALL BANYUWANGI
(CASE STUDY IN 3 EMPLOYEES)**

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Abstract

Guidance Counseling is certainly needed for companies. This is as stated by Handoko (2000) counseling is a discussion of a problem with an employee with the main objective of helping the employee to handle the problem better. One of the services that can be used to improve employee performance is an individual counseling model with a contract technique behavior approach. Individual counseling is a counseling service performed by the counselor to the counselee to alleviate or solve a problem faced by the counselee. The purpose of this study was to determine whether individual counseling behavioral contracting techniques can improve employee performance in MR. DIY Sun East Mall Banyuwangi. This research was conducted to find out and explain that the application of individual counseling with a contract technique behavior approach can be applied to improve employee performance at MR.DIY Sun East Mall Banyuwangi. This research is a type of qualitative case study research. Data collection was done by interview, observation and documentation techniques. The subjects in this study were three people, namely IN, FP, and MWA who were employees of MR.DIY Sun East Mall Banyuwangi who experienced a decrease in performance. The results of this study individual counseling with a contract technique behavior approach succeeded in increasing the performance of IN, FP, and MWA subjects, seen from the results of the *self-performance* three subjects. This was also expressed by *the assistant branch manager* of MR.DIY Sun East Mall Banyuwangi that individual counseling on behavioral contracting techniques can improve employee performance at MR. DIY Sun East Mall Banyuwangi.

Keywords: *Individual Counseling; Performance; Contract Techniques*

INTRODUCTION

The era of globalization has had an impact on business development, and the most visible impact is intense competition in the business world. With very tight competition, companies are competing to innovate to be stable or even win the competition.

One of these factors is the company's internal capabilities or through the company's resources.

The company consists of many components arranged into a single unit for the same purpose, the most important component in a company is human resources (HR) or commonly referred to as employees. Employees are one of the important assets needed in a company to carry out the production process and also to control the running process of a

company. These conditions require a company to optimize the performance of employees in the company. One of the problems that often occurs is that companies require employees to have good performance. This is justified by Syamsul, Sumiyati, and Masharyono, 2016 that employee performance problems are often found in private companies or public companies. work outside of their written duties but within the scope of their job description.

According to Afandi (2018:83) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Performance is a work achievement which is the result of the implementation of the work plan made by the company which is carried out by all employees including the leadership working in the company in order to achieve the goals of the company.

The results of employee performance, of course, do not always match the targets expected by the company. It could be that employee performance exceeds *expectations*, it could even be the reality of employee performance far below the standards targeted by the company. According to Simamora in Masram (2017:142), "although it is impossible to identify every comprehensive work criterion that can be applied to all jobs, it is possible to determine several characteristics that must be possessed and are expected to be useful for employee performance appraisals, namely: stability and consistency, member performance evaluation. organization, the effectiveness of individual members of the organization, can be measured a good criterion must be accepted by individuals who know their performance is being assessed.

MR DIY is a *retail* that opened its first store on Jalan Tuanku Abdul Rahman Malaysia in July 2005 and has now grown to become the largest home furnishing store in Malaysia, Singapore, Thailand, Brunei, Indonesia, Philippines, and Cambodia and was established in 2005. Meanwhile, MR DIY Sun East Mall Banyuwangi is the 186th branch store in Indonesia which was established in 2019. As a company engaged in *retail*, performance results can be seen from the clean and comfortable store environment, cleanliness in the shelf area and gondola area, the cleanliness of the floor, the cleanliness of the goods being sold, the completeness of the appropriate price, as well as the arrangement *displays* of neat *visual merchandising*. Employee performance in this case greatly affects *customer* and also has an impact on *sales* or sales targets.

Counseling Guidance is certainly needed for companies. This is as stated by Handoko (2000) counseling is a discussion of a problem with an employee with the main objective of helping the employee to handle the problem better. Or in other words, counseling aims to make people more effective in solving their problems. So it is appropriate for the counselor to take part in providing counseling services by seeking effective and efficient techniques to help employees who experience decreased performance to achieve the performance targets expected by the company. One effort that can be done is to use the right counseling approach, which can be used to improve employee performance at MR. DIY Sun East Mall Banyuwangi.

One of the services that can be used to improve employee performance is the *behavioral* approach *behavioral* focuses on changing behavior by emphasizing on rewarding the counselee when doing a good activity and giving consequences to prevent the counselee from doing bad activities. James and Gilliland (in Sundari, 2017) also say that basically *behavioral* directed at the goals of getting new behavior, eliminating maladaptive behavior, and strengthening/maintaining the desired behavior.

counseling techniques *Behavioral* that can be used to improve employee performance at MR.DIY Sun East Mall Banyuwangi are behavioral contracting techniques. The basis for using this technique is because behavior can be learned and can be changed by providing immediate reinforcement after the expected behavior appears. The behavioral contract technique is based on the view that it helps the counselee to form certain desired behaviors

and obtain certain rewards according to the agreed contract or self-commitment. counseling techniques *behavioral*, the counselee is invited to make a commitment to be able to behave appropriately (adaptive), and the counselee is given a punishment if the counselee cannot carry out the commitment to behave well (adaptive).

Based on the above background, a research will be conducted with the title "Individual Counseling With a Behavioral Approach to Contract Techniques in Improving Employee Performance at Mr. Diy Sun East Mall Banyuwangi (Case Study on 3 Employees)"

Individual

Counseling Understanding Individual Counseling Individual

counseling is a counseling service carried out by the counselor to the counselee to alleviate or solve a problem faced by the counselee. According to Dewa Ketut Sukardi and Nila Kusmawati (2008) define individual/individual counseling as a guidance and counseling service that allows counsees to get direct services face-to-face with counselors in the context of discussing and solving problems being faced. Prayitno and Erman Amti (2015) say individual counseling is a special service in a direct face-to-face relationship between counselor and counselee. In this relationship, it is observed and attempted to solve the problem, as best as possible with the strength of the counselee itself. In this regard, counseling is considered as the most important service effort in the implementation of the counselee's problem-solving function. It is even said that counseling is the "heart of the heart" of the guidance service as a whole. If the counseling service has provided its services, then the client's problem will be resolved effectively and other guidance efforts just follow or act as a companion.

Purpose of Individual Counseling The

purpose of counseling according to Willis (2014: 36-37) is to facilitate individual development. Meanwhile, According to Byrne in (Syamsu Yusuf: 2016: 52) there are three categories of counseling goals, namely 1) *Intermediate* goals, counseling goals related to the main purpose of individuals coming to do counseling. When the counseling process is required in accordance with what is the purpose of the counselee doing counseling. for example, helping the counselee to develop into a constructive individual, and mentally healthy, and the counselee being able to understand and develop the potential that exists within him. 2) *Ultimate*, counseling goals that are in accordance with comprehensive human values and the nature of life. This is the philosophical goal of counselling. 3) *Immediate* goals, the goals of each session or event in counseling.

Behavioral Counseling

According to Surya (2003), Behavioral counseling is a counseling process (assistance) provided by the counselor to the counselee using a behavioral approach (behavioral), in terms of solving problems that are being faced and for guidance on the direction of life to be achieved by the counselee. Behavioral counseling is a process of helping the counselee to learn to solve certain interpersonal, emotional, and decision problems.

In general, *behavior* is a therapeutic technique in counseling based on learning theory that focuses on individual behavior to help counsees learn new behaviors in solving problems through action-oriented techniques. *Behavior* is of the view, essentially human personality is behavior. Where the behavior is the result of the formation of the experience of individual interaction with the surrounding environment.

Purpose of Behavioral Counseling

The behavioristic approach is an attempt to systematically utilize theoretical and empirical knowledge resulting from the use of experimental methods in psychology to understand and cure abnormal behavior patterns. For the prevention and cure of these abnormalities, the results of experimental studies both descriptive and remedial are utilized. The goal of behavioristic counseling is to help clients get rid of old self-destructive

responses and learn new, healthier responses. Therapy according to Corey Stating that the goals of behavioristic counseling are as follows: 1) Help clients to be more assertive and express their thoughts and desires in situations that evoke assertive behavior. 2) Assist the client in removing unrealistic fears that hinder the client's self and involvement in social events. 3) Assist clients in removing inner conflicts that hinder clients from important decisions in their lives.

Behavioral Contract Techniques

According to Latipun (2011) *abehavior contractis* an agreement between two or more people (counselors and counselees) to change certain behaviors of the counselee. The counselor can choose a behavior that is realistic and acceptable to both parties. After the behavior is raised in accordance with the agreement, rewards can be given to the counselee. In this therapy, positive rewards for the behavior formed are more important than punishment if the behavior contract is not successful. According to Lutfi Fauzan (2009) *abehavior contractis* an agreement between two or more people to behave in a certain way and to receive a reward for that behavior. This contract defines the expectations and responsibilities that must be met and their consequences. Contracts can be a means of regulating the exchange of *reinforcement* between the individuals involved. The structure specifies who is to do, what is to be done, to whom and under what conditions it is done, and under what conditions it is undone.

The purpose of Behavioral Engineering

According to Lutfi Fauzan (2009) the purpose of the behavioral contract is as follows: 1) Creating new conditions for learning (acquiring new behavior). 2) elimination of maladaptive behavior. 3) reinforce & maintain the desired behavior. 4) the main goal is to increase personal choice and to create new conditions for learning.

Employee Performance

According to Marwansyah (2016:229) Performance is a person's achievement or achievement with regard to the tasks assigned to him. Understanding performance (achievement) is the result of work in quality, quantity, and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, human resources according to Veithzal Rivai (2017: 28) are divided into two, namely macro and micro understanding. The macro understanding is all humans as residents or citizens of a country or within certain territorial boundaries who have entered the age of the workforce, both those who have or have not obtained work. Meanwhile, the definition of human resources on a micro basis is humans or people who work or become members of organizations called personnel, employees, employees or workers.

Performance

Appraisal *appraisal* is the process of evaluating the level of employees doing their jobs compared to a set of standards, and then communicating that information. According to (Mathis and Jackson, 2009:382). to employees. Performance appraisals are widely used to manage salary earnings, provide performance feedback, and identify employee strengths and weaknesses. According to (Agus Darma, 2003: 350) the purpose of performance appraisal is basically: 1) To measure the responsibility of employees. 2) As employee improvement and development.

RESEARCH METHOD

The type of research used is a case study qualitative research (*case study*). According to Suharsimi Arikunto, a case study is an intensive, detailed and in-depth approach to certain symptoms. Case study data can be obtained from all parties concerned, in other words in this study collected from several sources. The main research objective lies not in generalizing the results, but in the success of a treatment at a certain time.

According to Suharsismi Arikunto (1998: 200) research subjects are objects, things

or organizations where the data or research variables in question are attached. No research can be done without a research subject, because as it is known that research is carried out due to problems that must be solved, the purpose and objective of research is to solve the problems that arise. This is done by collecting as much data as possible from informants. In this case the researchers set the subject in this study were MR employees. DIY Sun East Mall Banyuwangi, named IN, MWA and FP.

According to Sugiyono (2008: 224), the most strategic step in research is the method of collecting data, because getting data is the main goal of research. In this study, the method used by researchers is observation. According to Sugiyo (2006: 15), that observation is a way to collect the desired information or data by conducting direct observations.

In addition to observation, researchers used the interview method. Interview is a method of collecting data by asking something to the informant or respondent directly (Afifuddin, 2009: 131). Interviews are very much needed in research, because in this study interviews are useful in revealing in depth about the declining performance of MR employees. DIY Sun East Mall Banyuwangi. The next step the researcher uses the documentation method. According to Moleong (2009: 216), every film or written material that is not prepared because of a request from the investigator is a document. Looking for data in the form of notes, transcripts of books, newspapers, inscriptions, magazines, agendas and so on can use the documentation method. (Arikunto, 2006:231). Personal document is the type of documentation used in this research. A personal document is a written record or composition of a person about actions, experiences, and beliefs. The type of personal document used to obtain information in this study is in the form of *Staff Performance Evaluation & Grade Performance data*.

RESULTS AND DISCUSSION

Data Analysis of Individual Counseling with a Contract Technique Approach in improving employeee

performance. Performance is the achievement or achievement of a person with respect to the tasks assigned to him. Understanding performance (achievement) is the result of work in quality, quantity, and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Marwansyah 2016:229). there are four factors that affect performance, namely effectiveness and efficiency, authority and responsibility, discipline, initiative (Prawirosentono in Edy Sutrisno 2011: 176). The purpose of performance appraisal is basically to measure the responsibility of employees, as an increase and development of employees (Agus Darma, 2003: 350). As said by the *assistant branch manager MR.DIY Sun East Mall Banyuwangi*

"Evaluating employees is very important, because from this performance the company can take steps for the development of these employees."

Based on the statement of the *assistant branch manager MR.DIY* above, it encourages researchers to apply individual counseling to get closer to employees and look for suitable techniques to be given to employees who experience decreased performance based on the reasons that have been told by employees. Individual counseling is a counseling service organized by the counselor to the counselee to alleviate a problem faced by the counselee. Prayitno and Erman Amti (2015) say individual counseling is a special service in a direct face-to-face relationship between counselor and client. After the researcher applied individual counseling, it was found a statement from one of the IN subjects who told the cause of what made the IN experience a decrease in performance.

"Actually, ma'am, it's not a very big problem that made me experience this decline in performance. Only problems outside of work that make me so unfocused. Maybe I just need a little attention and from the boss so I can focus again"

(source: subject IN).

Researchers apply contract techniques in improving employee performance at MR.DIY Sun East Mall Banyuwangi. A behavior *contractis* an agreement between two or more people (counselors and counsees) to change certain behaviors for the counselee. The counselor can choose a behavior that is realistic and acceptable to both parties. After the behavior is raised in accordance with the agreement, rewards can be given to the counselee. In this therapy, positive rewards for the behavior formed are more important than punishment if the behavior contract does not work (Latipun, 2011).

According to Viqtorique (2012), there are several things that need to be considered in making a behavior contract, including the following: (1) Stating the contract with positive sentences. (2) Set tasks and criteria that may be achieved. (3) Providing reinforcement as soon as possible.

Discussion

Individual counseling is a counseling service organized by researchers on the subject to alleviate a problem faced by the subject. Through individual counseling, researchers get direct information from the subject about the subject's background, the subject's daily life, and also *record* the subject's performance. Researchers carry out individual counseling in the first week of February 2021. Researchers apply individual counseling with a contract technique behavior approach. The contract technique is an agreement by two or more people between the researcher and the subject to establish realistic behavior and can be accepted by both parties. The problem experienced by the subject is experiencing a decrease in performance as seen from the results of *self-performance*. Individual counseling with a contract technique behavior approach is considered successful at MR.DIY Sun East Mall Banyuwangi. For 9 weeks starting from the second week in February to the third week in March, the contract technique was applied to 3 predetermined subjects. In the fourth week of February, the subjects of IN, FP, and MWA seemed to have increased *their self-performance*. IN, FP, and MWA subjects experienced changes in behavior according to the *jobdesk* and of course in accordance with the predetermined agreement.

Based on the results of data collection through the *self-performance* of each subject, the application of the contract technique for 9 weeks yielded the expected results. IN subject in February 2021 got grade B, before subject IN got grade C, in March the subject IN was consistent with *grade B* and in April subject IN got *grade A*. While the MWA subject in February 2021 got grade B, previously the MWA subject got *grade C*, in March the MWA subject was consistent with *grade B* and in April the MWA subject got *grade A*. Like wise with FP subjects, in February 2021 they got grade A, previously FP subjects got *grade C*, in March FP subjects were consistent with *grade A* and in April FP subjects got *grade A*. Individual counseling with a contract technique behavior approach has succeeded in improving employee performance MR. DIY Sun East Mall Banyuwangi. This technique is also suitable to be applied in the company to be one way to improve employee performance.

CONCLUSION

Based on the results of research that has been carried out and discussion of research results with the title individual counseling with a behavior approach to contract techniques to improve employee performance at MR.DIY Sun East Mall Banyuwangi, it can be concluded that individual counseling with contract techniques can improve employee performance at MR.DIY Sun East Mall Banyuwangi. IN, FP, and MWA subjects experienced an increase in performance as evidenced by the value of *self-performance* for three months after the contract technique was carried out with *grade a* satisfactory. The application of the contract technique is carried out for 9 weeks starting from February to April. In February the three subjects got a score with *grade B*, in March and April the three subjects got a score with *grade A*. Based on the results above, the researcher stated that individual counseling with contract techniques is suitable for

companies and becomes a new idea for companies in improving employee performance.

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