

Probability Analysis Of Employee Performance From Relevance To Position, Team Work, And Technical Ability

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ABSTRACT

The work model in each organization is different, depending on its characteristics. The work model in self-government agencies, such as the ministry of defence, has the character of a line of command work. Even though the characteristics of the work are civil, the character of the leadership's orders is attached to carrying out the duties. Technically, these work characteristics have advantages in maintaining performance, where employees will be more committed to the tasks they have carried out. This study aims to analyze the possibility of increasing or decreasing performance based on several factors, including the suitability of the job/position/position relevance, work team, and work skills. The method used is quantitative with path analysis techniques. The samples for this study were 70 civil servants of the Indonesian Ministry of Defense using a simple random sampling technique. The results of the study show that the employee's work results will be better if he is placed in a work position that is in accordance with his knowledge and expertise, especially if it is supported by good work skills and a solid work team, then the possibility of performance increasing is very high. Mathematically, this study recommends a path model in improving employee performance, where job relevance/job relevance can be a trigger for optimizing skills and a solid work team.

Keywords: **Work Team Cohesiveness, Job Relevance, Technical Capability, Employee Performance, Civic**

INTRODUCTION

Personnel as human resources are the core of the organization and determine the success of organizational tasks. The success of the duties of the Research and Development Agency of the Indonesian Ministry of Defense as a research and development institution is influenced by the performance of personnel. To achieve high performance, the personnel of the Research and Development Agency of the Indonesian Ministry of Defense are required to have competence according to their profession. However, the competence of the personnel of the Research and Development Agency of the Indonesian Ministry of Defense has not met the requirements, so that it affects performance.

Meanwhile, in the process of relevance to personnel positions at the Research and Development Agency of the Indonesian Ministry of Defense, there is still a discrepancy in the required competencies. This competency discrepancy is shown by the educational background, skills, attitudes and abilities of the personnel, thus hindering the execution of tasks and affecting their performance.

One of the reasons for not achieving the performance targets for the personnel of the Research and Development Agency of the Indonesian Ministry of Defense was influenced by the work team. Work team personnel are required to be able to work together with high solidity to achieve high performance. But the realization is that some personnel in the work team are still acting individually so that it affects their performance. In addition, the performance target of the personnel of the Research and Development Agency of the Indonesian Ministry of Defense has not been achieved, it is suspected that the relevance of personnel positions has not been in accordance with the accuracy of competency requirements, thus affecting their performance.

THEORETICAL BASIS

Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2019). In terms of the behavior and results approach, Armstrong and Taylor (2018) argue, "performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own right - the product of mental and physical effort applied to tasks - and can be judged apart from results.

Hal selaras dengan Aguinis yang menyatakan: "Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work". Pendapat berbeda dinyatakan Colquit et al. (2015), "job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment". job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment".

Meanwhile, McShane and Glinov (2017) stated: "Task performance refers to goal directed behaviors under the individual's control that supports organizational objectives". It can be said that performance is the result of work in quality and quantity based on work behavior achieved by an employee in achieving organizational goals.

Competence

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job (Wibowo, 2018). Whereas Aguinis (2017) states: "Competencies are measurable clusters of knowledge, skills, and abilities (KSAs), that are critical in determining how results will be achieved". In addition, McShane and Glinov (2017) stated: "Competence are characteristics of a person that results in superior performance". It can be said that competence is the ability of an employee based on knowledge, skills, and work attitudes to carry out work.

Work team

A work team is a small number of people who are mutually committed and responsible for organizational goals (Kaswan, 2018). While Colquitt et al. (2015) says: "team process is a term that reflects the different types of communication, activities, and interactions that occur within teams that contribute to their ultimate and goals". Schermerhorn (2017) suggests: "teamwork is the process of people activity working together to accomplish common goals". Cooperation is the process of people actively working together to achieve a common goal. It can be said that the work team is a work group that is interdependent and needs to achieve common goals.

Job relevance

Position relevance is the process of placing people in assigned tasks or places in accordance with predetermined requirements (Kasmir, 2020). The relevance of a worker's position must be in accordance with the principle "*the right man in the right place and in the right job*" Hendrawan & Sylvia (2019). Meanwhile, the relevance of an employee's position is not just placing it, but must match the qualifications possessed by the employee with the needs and requirements of a position or job, so that *the right man on the right job* achieved. In addition, position relevance is aimed at placing an employee in a certain position or position that is considered suitable for him (Hanggraeni, 2020). It can be said that position relevance is the assignment or

reassignment of employees to do a job or occupy a new position within the organization according to the requirements of the position or work specified.

METHOD

This study uses a quantitative approach (quantitative approach), with the survey method. The number of samples used was 70 people with a simple random method. The analysis unit is an employee at the Indonesian ministry of defense in the research and development section. Collecting data using a questionnaire and analyzed with a Likert Scale to reveal the attitudes of respondents. The attitude scale instrument contains statements that have been tested for validity and reliability. Data were analyzed using path analysis with software SPSS 24.

RESULT

Regression Significance and Linearity Test

Job Relevance to Competency

Based on the table above, the probability value Sig. (0.000) < significant level (0.05), then the regression equation of job relevance to competence is declared significant. Probability value Sig. on linedeviation from linearity (0.544) > significant level (0.05), then the estimated distribution of points forms a linear line. That is, competence will be optimal if an employee gets a position or job in accordance with his field.

Position relevance to the Work Team

Based on the table above, the probability value Sig. (0.000) < significant level (0.05), then the self-efficacy regression equation for learning facilities is significant. Sig probability value. on linedeviation from linearity (0.337) > significant level (0.05), then the estimated point distribution forms a linear line. That is, the work team will be more solid and able to achieve high work productivity, if they are the right people for their positions (Siagian, 2019).

Performance Regression on Competence

Based on table 1, the probability value Sig. (0.000) < significant level (0.05), then the performance regression equation for competence is significant. Probability value Sig. on linedeviation from linearity (0.223) > significant level (0.05), then the estimated

distribution of points forms a linear line. This means that performance achievement will be fulfilled, if competency requirements are met, as the basis/principle of carrying out tasks (Yuniarsih & Suwatno, 2019).

Performance over Team Work

Based on the table above, the probability value Sig. (0.000) < significant level (0.05), then the performance regression equation for the work team is significant. Probability value Sig. on linedeviation from linearity (0.970) > significant level (0.05), then the estimated point distribution forms a linear line. That is, a good work team is a factor that influences performance achievement (Simanjuntak, 2016).

Performance on Position Relevance

Based on the table above, the probability value Sig. (0.000) < significant level (0.05), then the performance regression equation for position relevance is declared significant. Probability value Sig. on linedeviation from linearity (0.999) > significant level (0.05), then the estimated distribution of points forms a linear line.

Model Path Analysis 1

Positive direct influencecompetence tojob relevance

Path coefficient valuecompetence tojob relevance of 0.622 with a value of t_{count} of 3.734 and the probability value Sig. (0.000) < significant level (0.05), then H_0 rejected and H_1 accepted. It means,competence positive and significant direct effect onjob relevance Ministry of Defense Dislitbang personnel.

The direct influence of the work team onjob relevance

Path coefficient valamework team tojob relevance of 0.340 with a t_{count} value of 3.139 and a probability value of Sig. (0.000) < significant level (0.05), then H_0 rejected and H_1 accepted. It means,work team positive and significant direct effect onjob relevance Ministry of Defense Dislitbang personnel.

The results of the first model show that work teams and competencies affect job relevance. This means that it can be interpreted that work placement is very dependent on work abilities possessed, especially related to technical abilities (Widodo, 2020). In addition, one's work in the work team is also taken into account, especially in the command line organization. The ability to work in a team is of great concern, because if he is given a position, it will affect the performance of his subordinates (Ibrahim, et al., 2021), which also directly affects the performance of the institution.

Model Path Analysis 2

The positive direct effect of competence on performance

The competency path coefficient value for competence is 0.255 with a tcount value of 3.296 and a probability value of Sig. (0.008) < significant level (0.05), then H_0 rejected and H_1 be accepted. That is, competence has a positive and significant direct effect on the performance of the personnel of the Research and Development Agency of the Indonesian Ministry of Defense.

Positive direct influence of work teams on performance

The learning facility path coefficient value on performance is 0.159 with a tcount value of 2.499 and a probability value of Sig. (0.017) < significant level (0.05), then H_0 is rejected and H_1 is accepted. This means that the work team has a positive and significant direct effect on the performance of the personnel of the Research and Development Agency of the Indonesian Ministry of Defense.

The positive direct effect of position relevance on performance

Path coefficient values self efficacy to motivation to learn of 0.604 with a tcount value of 7.125 and a probability value of Sig. (0.000) < significant level (0.05), then H_0 rejected and H_1 be accepted. It means, job relevance positive and significant direct effect on the performance of the personnel of the Research and Development Agency of the Indonesian Ministry of Defense.

Discussion

The Effect of Competence on Position Relevance

The results of hypothesis 1 analysis prove that competence has a direct positive and significant effect on position relevance of 62.2%. If the personnel of the Research and Development Agency of the Indonesian Ministry of Defense have competence in accordance with the quality requirements for personnel position relevance, it will affect the accuracy of position relevance in positions, professions, and places of assignment. This is in accordance with the statement "The right man on the right place and job".

Theoretically, the results of this study are in line with Siagian, who stated that position relevance does not only apply to new employees, but also applies to old employees who have experienced assignments and mutations. Yuniarsih and Suwatno (2019), stated that in making decisions about the relevance of positions, employees need to consider several factors related to the requirements of position relevance, namely

education, work knowledge, work skills, and work experience. The relevance of one's job title to the right job position, person and job fit means matching the knowledge, skills and abilities of the person with the job characteristics. This is confirmed by Simanjuntak (2016), who states that one of the job requirements is quality or competency requirements, including knowledge, expertise, and skills. In an organization, a person who has certain qualifications and abilities and is appointed to occupy a certain structural or functional position will behave as appropriate as stipulated in his work duties. Because 'competence' owned, he was appointed to a position in the company. Empirically the results of this study support Widodo's research (2020), which concludes that competence has a direct positive and significant effect on the relevance of employee positions.

The Effect of Work Teams on Position Relevance

Based on the analysis of the second hypothesis, it shows that the work team has a direct positive and significant effect on the relevance of the positions of personnel of the Indonesian Ministry of Defense Research and Development Agency by 34%. In making decisions about job relevance, employees need to consider several factors related to job relevance requirements, namely education, work knowledge, work skills, and work experience. While Colquitt, et al. (2015) states: "Team process is a term that reflect the different types of communication, activities, and interactions that occur within teams that contribute to their ultimate and goals". Dessler (2017) states: "Teamwork is an essential feature of program like total quality management" and successful teamwork rests on three foundations that are working together. This is confirmed by Shermerhon (2017) who states: "teamwork is the process people activity working together to accomplish common goals". Team processes are the types of communication, activities, and interactions that occur within teams that contribute to their ends and goals. Interaction between employees in carrying out their duties will be achieved optimally if it is supported by solid teamwork and mutual trust.

The Effect of Competence on Performance

The analysis of the third hypothesis shows that competence has a direct positive and significant effect on the performance of the personnel of the Indonesian Ministry of Defense Research and Development Agency by 25.5%. If the personnel of the Research and Development Agency of the Indonesian Ministry of Defense have competence

according to their field of work, then it will have a positive effect on the quality of research and development within the ranks of the Ministry of Defense, so that their performance will increase. Theoretically, this panel research is relevant to the opinion of Simanjuntak (2016) which states, "the longer a person spends on education and training, the higher the ability or competence to do the job, and thus the higher the performance. The more often a person does the same job, the more skilled and faster he or she gets the job done. The more kinds of work a person does, the richer and wider his work experience, and allows increased performance. Empirically, the results of this study support previous relevant research, including Widodo's research (2020) which concluded that competence has a direct positive and significant effect on employee performance.

The Effect of Team Work on Performance

The fourth hypothesis analysis shows that the work team has a positive and significant direct effect on the performance of the personnel of the Indonesian Ministry of Defense Research and Development Agency by 15.9%. With increased competency, the personnel of the Research and Development Agency of the Indonesian Ministry of Defense can more quickly overcome work problems they face, work quickly and achieve quality and quantity of work, carry out work according to work standards, work on time, effectively and efficiently, be disciplined and comply with regulations and adhere to working hours, foster work relationships and be able to work together well to achieve high performance. The results of this study are relevant to the results of Ibrahim et al. (2021), who concluded that work teams have a positive and significant effect on employee performance.

Effect of Position Relevance on Performance

The analysis of the fifth hypothesis shows that position relevance has a direct positive and significant effect on the performance of the personnel of the Indonesian Ministry of Defense Research and Development Agency by 60.4%. By correcting the requirements for position relevance in accordance with the quality requirements and qualifications of personnel, the performance of the personnel of the Research and Development Agency of the Indonesian Ministry of Defense has increased. However, in the promotion process is not always a positive experience. There is injustice, arbitrariness and secrecy in decision-making which can reduce the effectiveness of the

process for all parties involved. Therefore, the decisions in the promotion process in several companies look big (Dessler, 2017). In addition, (Dessler, 2017) states that the relevance of personnel positions tends to be carried out with a formal approach according to administrative procedures and based on personal decisions or "like and dislike". There is disobedience and inconsistency with procedures and the tendency to be subjective is still strong. Empirically the results of this study support Widodo's research (2020) which concludes that position relevance has a direct positive and significant effect on employee performance.

CONCLUSION

The results of the study provide the meaning that competence has a direct and indirect effect on performance. However, the effect will be greater if it is through job relevance/work placement. In other words, considering work placement in carrying out a task or a position is very important, because it can encourage the optimization of the competence of employees, so that maximum performance is achieved.

Then the work team has a significant direct and indirect effect on performance, and the work team will be more cohesive if they are in a position that matches the abilities and characteristics of the employees. This implies the importance of building a work team by paying attention to two aspects, firstly the suitability of character and suitability of abilities thus can encourage high performance, especially if these employees are given the right positions/jobs.

The results of the path regression test recommend that position relevance and work placement are very important. Because in it there are responsibilities, duties, and authority. So that requires a good job placement, to be filled by competent people, so as to provide good results for the progress of the organization.

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