HRM Model In Civil-Military Environment: Investigation Of The Influencing Factors On Performance

Model MSDM Di Lingkungan Sipil-Militer: Investigasi Faktor-Faktor Yang Mempengaruhi Kinerja

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ABSTRACT
Research Aims: The objectives of this study are to analyze the factors that affect the employees' performance of the Ministry of Defense. The analysis was performed by a reflective model with Intelligence, Stress Resistance, Personnel Relationship, Job Burn Out, and Career Strategies as independent variables; Efficacy as a mediator; and Performance as the dependent variable. Design/methodology/approach: the research was conducted by a mixed-method, which is a narrative exploration of variables through semi-structured interviews of five staff officials at the Ministry of Defense-Indonesia, and then the model of Structural Equation Model-Partial Least Square (SEM-PLS) was populated with 180 participants. Research Findings: Four of the six variables studied in this study have a direct impact on performance: Intelligence, Personnel Relations, Career Strategies, and Efficacy. While the effect of Stress Resistance and Fatigue on Performance is not significant, besides these four variables also have a significant indirect effect mediated by Efficacy. Theoretical Contribution/Originality: The findings provide an understanding of the variables that affect the performance of the employees in the office populated by military and civilian personnel. Managerial Implication: The results are useful for the manager by implementing the findings into HRMpolicies. Research limitation & implications: The results need to be confirmed using other personality traits suchas "coping," and for better results, future research requires longitudinal data.
Keywords: Civil-Military Employee, Efficacy, Human Resources Management, Performance

ABSTRAK
Tujuan Penelitian: Tujuan dari penelitian ini adalah untuk menganalisis faktor-faktor yang mempengaruhi kinerja pegawai Kementerian Pertahanan. Analisis dilakukan dengan model reflektif dengan Kecerdasan, Daya Tahan Stres, Hubungan Personal, Kejenuhan Kerja, dan Strategi Karier sebagai variabel independen; Efikasi sebagai mediator; dan Kinerja sebagai variabel dependen. Desain/metodologi/pendekatan: penelitian ini dilakukan dengan metode campuran, yaitu eksplorasi variabel secara naratif melalui wawancara semi-terstruktur terhadap lima orang pejabat staf di Kementerian Pertahanan Indonesia, dan kemudian model Structural Equation Model-Partial Least Square (SEM-PLS) digunakan dengan 180 partisipan. Temuan Penelitian: Empat dari enam variabel yang diteliti dalam penelitian ini memiliki dampak langsung terhadap kinerja: Kecerdasan, Hubungan Personalia, Strategi Karier, dan Efikasi. Sedangkan pengaruh Stress Resistance dan Fatigue terhadap Performance tidak signifikan, selain itu keempat variabel tersebut juga memiliki pengaruh tidak langsung yang signifikan yang dimediasi oleh Efficacy. Kontribusi Teoritis/Originalitas: Temuan ini memberikan pemahaman tentang variabel-variabel yang mempengaruhi kinerja karyawan di kantor yang dihuni oleh personil militer dan sipil. Implikasi Manajerial: Hasil penelitian ini bermanfaat bagi manajer dengan mengimplementasikan temuan ke dalam kebijakan MSDM. Keterbatasan & implikasi penelitian: Hasil penelitian ini perlu dikonfirmasi dengan menggunakan trait kepribadian lain seperti "coping", dan untuk hasil yang lebih baik, penelitian di masa depan membutuhkan data longitudinal.
Kata Kunci: Pegawai Sipil-Militer, Efikasi, Manajemen Sumber Daya Manusia, Kinerja

1. Introduction

The issue of HR management in the Ministry of Defense (MoD) is fascinating to study for

several reasons. Generally, the objectives of HRM (Human Resources Management) focus on optimizing the potential of personnel for the interests of the organization (Saksida, Alfes, & Shantz, 2017). But in the MoD and TNI (Indonesian Military Organization), optimizing the potential of personnel is complicated. The *indicate the corresponding author by using an asterisk (*)

organization's personnel who are civil and military provide a gap in the implementation of HRM compared to the non-profit sector and government units (Plimmer, Bryson, & Teo, 2017). Different cultures, character building, career systems, and assignments between ASNs and the army cause different HRM applications. How managers in MoD manage such conditions is interesting to study.

Furthermore, the staffing problem in the MoD becomes complicated when there is a Minimum Essential Force (MEF) policy (Kementerian Pertahanan RI, 2015), which revolves around tight budgeting. The MEFcausing HRM policy in MoD revolves around "zero growth, right-sizing, and downsizing." The strict budgeting policy has caused personnel capacity stagnation due to staffing program restrictions. That fact made us interested in understanding what happened in the MoD, especially related to perceptions of performance due to the effect of the limited personnel development budget. Moreover, in that connection, we need to obtain arguments about what factors are perceived to have an impact on employee performance. Theoretically, the factors in HRM are multidimensional (Goleman, 2018). In short, multi-factor measurement is a step that needs to be done to understand a phenomenon (Anderson & Gerbing, 1988).The above consideration implies that factors are affecting performance link to other factors in the HRMphenomenon in MoD. Therefore, we have considered at least six factors that need to be examined togetherrelated to the phenomenon of measuring performance in MoD, namely: Intelligence, Stress Resilience,

Personnel Relationship, Job Burnout, Career Strategies, and Efficacy as the mediation factor. A description of the six factors will be given a further review in the literature review section.

From the description above, we have researched: "Influence of Intelligence, Stress Resistance, Personnel Relations, Job Burnout, Career Strategies, and Efficacy, on the Performance of Soldiers and ASN in the Ministry of Defense." We expect the results will contribute to the development concept of organizational learning in the context of civil-military HRM implementation, and also as a reference for HRM implementation in MoD Indonesia.

2. Literature Review

MoD Indonesia is an organization that is staffed by two types of personnel, Soldiers, and ASN. Such unique psychosocial research is essential to be studied and compared or validated with existing HRM theories. In essence, HRM in every organization must be a top priority. In this regard, HRM in the MoD isin line with the context of the "National Defense Grand Strategy" (Kementerian Pertahanan RI, 2017). Thegrand strategy states that the growth and development of the National Defense and Military Forces are based on optimizing the role of HRM and is the spearhead of the success of the national defense mission.

The issue of HRM in MoD Indonesia that arises is a complex chronic problem: firstly, an imbalance ofrank strata, especially at the level of Lieutenant Colonel and Colonel; and secondly, the impact of the divide between ASN and soldier related to culture, career system, and personnel relations toward the performance. The implementation of the current policy that handling the impacts of MEF would not resolve the first problem, if least there is sufficient grace time. However, the latter will need more scientific data to determine the factors that affected their performance. Therefore, HRM in MoD cannot be a phenomenon that simply happens for uncontrollable reasons, due to patriotism, or due to nepotism, protectionism or any other form of expression of private interests, but must be a rationally managed phenomenon where all

stakeholders are merit and competent, and qualified officers can expect to live up to their career expectations (Raudeliūnas & Valickas, 2018).

Research related to factors that affect performance has been done a lot, for example, intelligence (Perloff, 2013), stress resistance (Thompson & McCreary, 2006), career (Brown, Lent, Telander, & Tramayne, 2011), personnel relations (Patrichi, 2015), job burnout (Espinosa, Akinsulure-Smith, & Chu, 2019), and efficacy (Bandura, 2001). The research gap is related to military personnel behavior when they should work together with civilians, such as in the MoD organization. As a result, we did not get complete information when we wanted information on whether all the above factors influenced performance and whether efficacy had a mediating effect, given the experience of assigning employees in MoD Indonesia is a significant consideration in employee promotion.

Intelligence is a significant factor influencing performance supported by many research results (Bar-On, 2006; Goleman, 2012; Mayer, Salovey, & Caruso, 2014). Research conducted by Gurbuz (2016) shows that the efficacy of being a mediator between intelligence and creativity (in the context of this study creativity is assumed to be strongly related to performance). Such context is in line with Bandura's theory, which has defined self-efficacy as one's belief in one's ability (for example, Intelligence – see Appelbaum & Hare, 1996) to succeed in certain situations or in completing assignments. When one is unable to manage stress, it can have a negative impact, but on the other hand, it can be a catalyst for one's self-development and which in the end it affects the performance (Schaufeli, 2015; Zheng, Molineux, Mirshekary, & Scarparo, 2015).

Meanwhile, the effect of stress on performance mediated by efficacy refers to the model presented by Bandura (Appelbaum & Hare, 1996). The picture of the harmonious relationship among personnel will be considered to affect individual performance because there is a strong sense of confidence, and it will ultimately affect their performance due to the absence of psychological barriers at teamwork (O'Neill & McLarnon, 2018). Job Burn-out according to the study of Wu, Hu, & Zheng (2019), harms performance. Moreover, according to Bal Taştan (2014), the effect of Job Burnout on Performance is also mediated by efficacy.

Various studies have found a correlation of stress resilience (Saunders, Peterson, Sampson, & Reardon, 2000), and self-efficacy with performance (Wright, 2001). In a logical context related to Bandura's model of the mediating effect of efficacy, we should surmise that efficacy plays a role in mediating the correlation of career planning strategies on performance. So, we propose a hypothesis: career planning strategies directly affects the efficacy and performance and indirectly influences the performance through the mediation of efficacy.

3. Research Method

We compiled this study to examine the factors identified in Chapter II. The development of hypotheses into the model has been designed in Figure 1. The model consisted of constructs of intelligence (K), personnel relationship behavior (PH), career strategy (STR), job burnout (JB), stress resistance (S), Efficacy (E), and Performance (KI). we have developed the hypothetical model, as in Figure 1. The model consists of constructs of intelligence (K), personnel relationship behavior (PH), career strategy (STR), job burnout (JB), stress resistance (S), Efficacy (E), and Performance (KI).
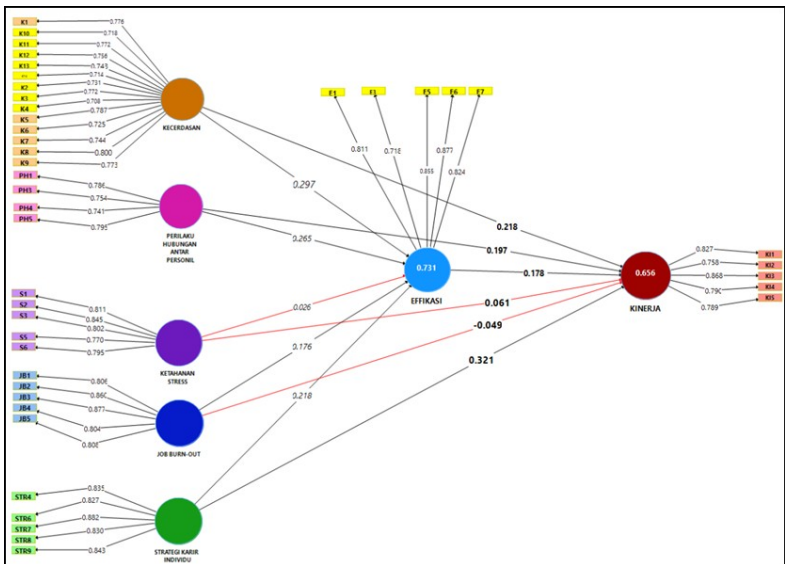
Figure 1. The SEM-PLS Analysis Of The Model

The underlying assumption in the model in Figure 1 is the parsimony model, that is, even though the construct was chosen based on a theory which is widely supported by research, in the case of its application in the Indonesian MoD, it has never been done. Therefore, according to Sarstedt, Ringle, & Hair (2017) the choice of the right instrument to analyze it is exploratory research using PLS-SEM. Its use is intended to predict and explain the constructs that are targeted in the model (Rigdon, 2010).

We carry out the following research steps: i) Literature study to identify HRM performance factors; ii) Prepare semi-structured interview and questionnaires; iii) Conduct interviews and carry out field data collection of 180 respondents; iv) Analysis using SEM (SmartPLS 3.0) and discussion by validating the results of the analysis against the theoretical basis (deductive), and comparing the results of the analysis with relevant research (inductive/abductive); and viii) Summarize and formulate recommendations.

Interviews were conducted with 5 (five) HRM staff of the Indonesian MoD using semi-structured interviews that refers to Creswell (2007). The questionnaire consisted of 83 statements. Referring to the rule of thumb (Hair, Hult, Ringle, Sarstedt, & M., 2017), "10 times the number of arrows on the model", that is 10x11 = 110, then our sample is 180> 110. Alternatively, when referring to Cohen's suggestion (Cohen, 1992), "10 times the largest number of indicators on the model," that is Intelligence with 16 indicators (10x16 = 160). Thus, a sample of 180 met the criteria recommended for the SEM-PLS.

We compiled a questionnaire adopting the constructs and indicators of the variables of the results of previous researchers, namely, Intelligence (Zyngier et al., 2013; K. S. Law, Wong, & Song, 2004); Relationship Behavior (Sallon, Katz-Eisner, Yaffe, & Bdolah-Abram, 2017; Sarah & Christian, 2013); Stress Resistance (Bandura, 2012); Job Burnout (Schaufeli, Bakker, & Salanova, 2006); Career strategy (Akkermans et al., 2013); Efficacy (Bandura, 2006; Zyngier et al., 2013); and Performance (Hoffer et al., 2018)

4. Results And Discussions

The results of the interview strengthened our assumptions about the factors that had been identified. Resource persons agree that Performance is influenced by Intelligence, Relationship Behavior, Job Burnout, Stress Resistance, Career Strategy, and Efficacy.

Table 1. Summary of Interviews

Interview theme	Summary

Intelligence	Theoretically, intelligence is the dominant factor affecting all personnel psychometrics - it has been implemented in MoD from recruitment to promotion and placement in job positions
Personnel Relationship Behavior	Relationship behavior is related to the formation of discipline, e.g., Discipline on "the morning roll call" every day, joint sports (Tuesday / Friday), and team-work.
Job-Burnout	Job-Burnout often occurs at the rank level of Major and above due to the assumption of increasing welfare. Another reason is intense career competition in the upper-middle echelons.
Resistance to stress i	Employees who can deal with work stress will generally have high self-confidence and will affect their performance
Career Strategies	MoD has a talent-tracking program to explore employee capabilities through monitoring behaviors, assignments, education, and individual assignments. Communicating and portraying himself positively through commendable behavior and performance achievements is the best strategy for MoD employees to commit firmly to their career goals.
Efficacy	Employee confidence arises mainly due to personal competence, work experience, relationships, and work ethic. Policy interventions to encourage better employee effectiveness are through assignments, joint recreation, joint sports, and welfare improvement.
The relationship among factors	The dominant factors that influence performance are intelligence and efficacy. Resource persons, in general, do not confirm the strong or weak relationship between factors.
Something else	The management pattern of ASN guidance refers to the ASN Law and its derivative regulations from the National Personnel Agency (BKN and Kemenpan), while for Soldiers, it refers to the TNI Law and its derivatives in the form of TNI Commander Regulations. For matters of internal operative policy, the Minister of Defense issues technical regulations (Permenhan), and there are some unwritten rules.

To analyze the model, we conduct a measurement model test and a structural model test. A summary of the measurement model test shows the results match the rules of the SEM-PLS test: each latent variable has a loading value of more than 0.7, which means each indicator reliability > 0.5; AVE values >0.5; composite reliability of each is around 0.8-0.9; its discriminant validity using the Fornell-Larcker and Heterotrait-Monotrait criteria are appropriate. The structural model test also passed the criteria indicated by the SRMR value of 0.072 (<0.08) on the model fit test, VIF value <5, and Q-square > 0.35 indicate an excellent predictive relevance of the model. The coefficient determination of the performance is 0.66 and efficacy is 0.73 (see Figure 1). Table 2 shows the Path Coefficients.

From the findings, the exciting thing is the opinion that the assignment of a TNI soldier to the MoD will reduce their performance due to the emergence of stress and burn out, which has been refuted. Other critical discussions related to the results of interviews and the findings of the

model are: (i) The integration of work culture between ASN and TNI soldiers requires dynamic management policy tips; (ii) Soldier in their initial assignment in the MoD faced a different work culture that required a graceful adaptation policy; (iii) In the long run, the lowest and highest position level in the MoD will be dominated by TNI soldiers instead of ASN. This condition needs to be anticipated, see for example (Dimitriou & Tsantas, 2010); (iv) To foster employee career related to performance, MoD still requires innovative policies directed to proportionally balance the source of personnel of the soldiers of the three forces and ASN, without compromising the need for competence and a healthy competition culture, and avoiding the stigma of organizational control by specific forces (Ng & Feldman, 2012); (v) MoD's HRM basically must prioritize the factor of intelligence (Siegling et al., 2015), efficacy that is believed to be grown through the experience of assignments in positions and training, the relationship between soldiers and ASNs, and personnel understanding of careerpatterns. In the latter context, there is a standard activity policy in the MoD, such as morning or afternoon roll call, two days of sports, joint sports, health services, religious, spiritual services, and internal sub- organizations. We suspect that these activities are driving factors for the factors identified in the model that eventually affect performance.

Table 2. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EFFIKASI -> KINERJA	0.178	0.174	0.092	1.994	0.027
JOB BURN-OUT -> EFFIKASI	0.176	0.157	0.079	2.232	0.013
JOB BURN-OUT -> KINERJA	-0.049	-0.020	0.107	0.455	0.325
KECERDASAN -> EFFIKASI	0.297	0.285	0.097	3.068	0.001
KECERDASAN -> KINERJA	0.218	0.230	0.120	1.805	0.036
KETAHANAN STRESS -> EFFIKASI	0.026	0.031	0.079	0.329	0.371
KETAHANAN STRESS -> KINERJA	0.061	0.074	0.083	0.743	0.229
PERILAKU HUBUNGAN ANTAR PERSONIL -> EFFIKASI	0.265	0.262	0.078	3.410	0.000
PERILAKU HUBUNGAN ANTAR PERSONIL -> KINERJA	0.197	0.200	0.102	1.926	0.027
STRATEGI KARIR INDIVIDU -> EFFIKASI	0.218	0.242	0.092	2.378	0.009
STRATEGI KARIR INDIVIDU -> KINERJA	0.321	0.274	0.138	2.323	0.010

Other findings of this study are stress resilience and job burnout. Both factors do not affect performance, which contradicts the results of research in general, for example, Job Burn out (Prentice & Thaichon, 2019), and Stress Resilience (Chen, McCabe, & Hyatt, 2017; Pounds, Schilpzand, & Hershcovis, 2018). For this reason, we suggest a more in-depth study in MoD to confirm, for example using formative and longitudinal data models.

5. Conclusion

The influence of significant factors on performance in MoD Indonesia according to the order of the results of this study are 1) Career Strategy, 2) Intelligence, 3) Efficacy, and 4) Interpersonal Relationship Behavior. Also, the effect of these factors on performance is mediated by efficacy. While resistance to stress and job burnout does not affect performance.

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