

# THE ROLE OF HUMAN RESOURCES COMPETENCY MODERATING THE EFFECT OF TEAMWORK AND EMPLOYEE ENGAGEMENT ON THE PERFORMANCE OF SUB-DISTRICT OFFICE EMPLOYEES AT KOTA TERNATE

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## ABSTRACT

Ruslan S. Djauhar (2023). The Role of Human Resource Competence in Moderating Teamwork and Employee Involvement in the Performance of Employee at District Office at Kota Ternate. Chairman of the Advisory Commission: Abdul Hadi Sirat, Member: Abdullah W. Jabid. The purpose of this study was to see the effect of teamwork, employee involvement on employee performance, and the role of human resource competence in moderating teamwork and employee involvement on employee performance. This study adopted a quantitative methodology, collecting data through questionnaires, and obtaining responses from respondents (n = 97) from 97 respondents who had work experience in their fields. The measurement model and hypothesis testing were carried out using the Smart PLS software. The results of the study show that teamwork and employee involvement have a positive effect on employee performance, and human resource competence strengthens the influence of teamwork and employee involvement on employee performance. Teamwork and employee involvement in employee performance can be enhanced by the role of human resource competence. In order to realize the effectiveness of employee performance needs to be evaluated regularly to avoid problems arising in employee performance. It is hoped that future research will add to the survey method apart from distributing questionnaires/questionnaires as well as conducting interviews to obtain additional information so that accurate results will be obtained to improve employee performance.

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## 1. INTRODUCTION

The district is the coordinating line of the district/city government because it interacts directly with the community and is tasked with administering government which is the responsibility of the district/city area. The sub-district in carrying out government affairs certainly requires reliable apparatus in excellent public services, managing infrastructure appropriately and quality human resources which are absolutely necessary. As human resources, apparatus employees in sub-district agencies have obligations and responsibilities to serve the public interest. Therefore, apparatus employees in the sub-district must have qualified attributes so that they can carry out their obligations properly. In accordance with the duties and functions of the district, namely; 1) Coordination of community empowerment, 2) Coordination of peace and public order, 3) Coordination of enforcement of laws and regulations, 4) Coordination of maintenance of infrastructure and public service facilities, 5) Coordination of the implementation of government activities, 6) Fostering sub-district administration, 7) Community services that have not carried out by the municipality.

Based on the Mayor of Ternate regulation number 21 of 2016 concerning the organizational structure and work procedures of the sub-district and sub-district of the City of Ternate, that the sub-district is an element of the regional apparatus as the coordinator of government administration, public services and community empowerment and the ward is a sub-district apparatus formed to assist or carry out some of the sub-district heads' tasks (Regulation of the Mayor of Ternate Number 21 of 2016). The district in Kota Ternate as a Regional Apparatus Organization (OPD) continues to make changes, one of which is improving the employee discipline system and measuring employee performance with an e-performance application system. The aspects designed by these organizational changes have the main objective of increasing the efficiency and effectiveness of the organization. Efforts to improve in the sub-

district OPD were realized in the change from using manual performance measurement to an electronic performance system-based performance measurement system.

However, the expected use of an electronic performance system (E- Performance) within the District Office in Ternate City has not been able to fix the weaknesses in the previous performance appraisal system, so anticipatory steps need to be taken to encourage the realization of a responsive, effective, efficient and responsive performance system. Public service oriented. [1] argue that every organization expects success within its organization, welfare for employees and satisfaction for its service users.

Improving employee performance is a challenge because in practice many people continue to perform but are not optimal in their respective fields such as serving the community, achieving organizational goals and completing assigned tasks. Because, many employees have the different attitudes and understandings that can be affect employee performance in an organization. To improve performance, organizations must provide existing human resource competencies in order to function successfully and efficiently. Regency/City Government Performance is organizational performance which is a contribution to the performance of regional apparatus organizations as the achievement of the results of implementing activities in maintaining existing goals to achieve the targets in the Regional Government Work Plan (RKPD)[2].

## **2. LITERATURE REVIEW**

### **Expectancy Theory (expectations)**

Luthans (2006) in [2] The Process Theories of Work Motivation, This theory places a strong emphasis on the cognitive processes that underlie motivation and interpersonal relationships. According to this process theory, the existence of expectations helps in understanding the complex mechanisms underlying work motivation. Vroom's Expectancy Theory of Motivation, Viktor Vroom's theory of expectations. According to this theory, the attractiveness of an output for an individual depends on how strong the tendency to act and produce in that way is and how strong the expectation is. This theory focuses on three relationships, namely:

- a. Relationship of performance effort, it is perceived that issuing a number of efforts will encourage
- b. performance;
- c. Reward performance relationship, the extent to which one believes that performing will encourage the achievement of output; And
- d. Personal target reward relationship, the extent to which the rewards meet the individual's personal needs and the potential attractiveness of the rewards.

### **Equity Theory**

[3] that, the proposed conceptual framework refers to Adams' equity theory (1963). To this end, rewards based on social recognition actually trigger an internal locus of control, leading people to believe that their own behavior determines how well they do their job. Therefore, social recognition can motivate staff to give back to the organization by accepting accountability for providing better service to society.

[4] that Adams' Equity theory is basically a theory of motivation, which argues that equity has a stimulating effect on social exchange relations. This theory draws attention to the importance of a fair or roughly equal ratio of what individuals invest in their work (inputs) and what they get in return (outcomes). Equity Theory recognizes that what is considered "fair" can vary from person to person.

### **Teamwork**

According to Dewi (2007) in [5], teamwork is a form of work in groups that must be properly organized and managed. The team consists of individuals with various talents who are coordinated to work closely with the leadership. To complete tasks or achieve goals, members depend heavily on one another. Where collaboration will combine the power of ideas that will lead to the success of the working group as a whole or have one work goal whose members have at least one goal of cooperation from all of its members, because the strength of several people can achieve what one goal is desired.

### **Teamwork Theories**

Katzenbach and Smith (1993) in [6] teams are word and concept that everyone knows. Teams have been around for many year, they are the subject of countless books and have been celebrated in different countries and civilizations. The idea of cooperation is as old as mankind and many organizations embody it across various departments. In any organization, collaboration is generally considered a positive force

that encourages cooperation by enabling employees to work together to achieve goals related to organizational performance. Teams enable their members to motivate one another and benefit from their collective efforts. Colleagues can more clearly understand the value of teamwork in their success when collaborating with others. Therefore, organizations must promote a teamwork culture on employee performance.

### **Teamwork Indicator**

As for Sibarani (2018) in [7] defines 3 dimensions and describes them in 9 indicators of teamwork as follows:

#### 1. Cooperation

Collaboration carried out by a team is more effective than working individually. The contribution of each individual can become an integrated strength. Individuals are said to work together if the efforts of each individual are systematically integrated to achieve common goals. The greater the integration, the greater level of cooperation, the indicators of cooperation as a measuring tool as follows: Joint responsibility for completing work, Contributed to each other, Maximum deployment of capabilities.

#### 2. Trust

Trust is the belief that someone really means what he says and does. High-performance teamwork is characterized by high mutual trust among its members. This means that members believe in the integrity, character and abilities of each member.

### **Employee Engagement**

Schaeffeli and Bakker (2010) in [8] explained that employee engagement has three aspects, namely: Vigor, Dedication and Absorption. Employee engagement is an act of self-expression in the workplace to advance organizational goals and objectives. Employee performance and job satisfaction increase with the level of involvement of organizational employees.

### **Employee Engagement Theories**

Kahn (1990) in [9] involvement in the workplace was first conceptualized as "utilizing organizational members for their work roles". He added that in engagement "people engage and express themselves physically, cognitively and emotionally while being present while occupying and performing roles within the organization". The level of involvement reflects the employee's commitment, effort and desire to remain with the organization. To compete in today's jobs, organizations must try to win the hearts and minds of employees with extraordinary levels of work effort. Engagement is a term used to describe one's feelings about one's job, career and boss.

### **Employee Engagement Indicator**

Employee engagement according to Schaufeli and Bakker (2010) in [8] divides its 3 dimensions, namely: vigor/force, dedication, absorption into 10 indicators:

1. The aspect of vigor or force, is an aspect marked by a high level of strength and mental resilience at work, the desire to try really hard at work, and persistence when facing difficulties at work. (Seriousness the work perseverance and thoroughness, sacrifice of energy and time, feeling full of meaning).
2. Dedication, characterized by a feeling full of meaning, enthusiasm, inspiration, pride and challenge at work. Employees who have a high level of dedication strongly identify with their work so that it makes their work a valuable, inspiring and challenging experience. In addition, dedication is also marked by a sense of enthusiasm and pride in their work. (enthusiasm, pride and concentration)
3. Absorption is characterized by deep concentration and interest, immersion in work, time that seems to pass quickly and individuals who find it difficult to leave their work. Employees with a high absorption level usually like to spend time with their work and tend to have difficulty separating themselves from their work. As a result, time at work has passed quickly. (Seriously, enjoy the job, respect from the employees).

### **Employee Performance**

Mangkunegara (2000) in [10] performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. Performance has emerged as a key phrase or idea in many discussions, especially those that support business success

and its human resources. Since performance is the foundation of the success and success of any organization, performance will always be a real issue in organizations.

### Employee Performance Theories

Luthans (2002) in [11] globalization, knowledge society and changes in the work environment have created a sharp focus on the need for organizations to maintain competitive advantage. To achieve this, the intangible human internal elements are reflected in knowledge, skills, attitudes and conscious efforts to apply positively measurable human resource strengths and psychological capacities that can be developed and managed for performance improvement in organizational needs.

### Conceptual framework

Based on the description above, it can be built research framework as follows:

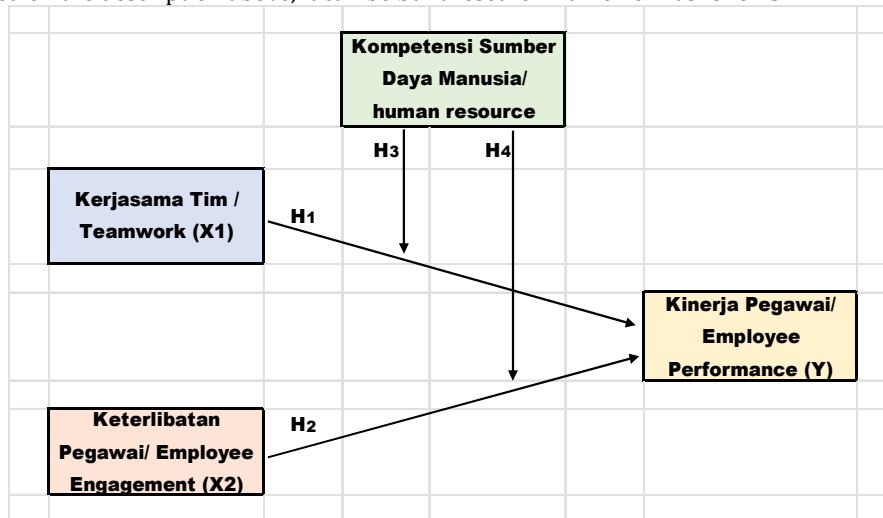


Figure 1. Research Framework

### Research Hypothesis

Based on the problem formulation and conceptual framework above, the research hypothesis put forward by the researcher is as also:

1. Teamwork Relationships and Employee Performance  
[12] Teamwork is a form of social process in which there are various types of activities intended to achieve common goals by helping each other and understanding each other's activities. In teamwork, the main point is working together; not working with 1 or 2 people, then the other members only receive the final results, of course, the collaboration process is not that easy.
2. Relationship between Employee involvement and Employee Performance  
Studies by Miles (2001) in [9] Employee engagement is one of the main determinants that drive high-level employee performance, as research continues to show, showing that employee engagement is the result of various aspects of the workplace. Muduli et al., (2016) in [13] concluded that employee engagement factors can be a cause of increased employee performance both directly and as a mediating variable.
3. Competence in Human Resources Moderates the Effect of Teamwork on Employee Performance.  
[14] an important role in an organization is held by human resources (HR) and the most important thing is the competence of the human resources themselves. Because, the competences of human resource will determines the quality of an organization. Low human resource competence will hinder the organization from achieving its goals, which will ultimately result in losses.
4. Competence of Human Resources Moderates the Effect of Employee Involvement on Employee Performance.
5. [15] It is recommended that leaders pay attention to employee competencies, create a work climate that can support employee and organizational performance, and encourage employee involvement in carrying out their work. The information technology used must be superior, effective and have available human resources to support those who can use it. Human resources, in

this case, employees of the District Office in Ternate City, must have knowledge in the field of information technology. Employees can be provided with training and skills to achieve this.

Based on the theoretical studies and research findings above, the following fourth hypothesis can be formulated to test the moderating effect: H4. Human resource competence strengthens the influence of employee involvement on employee performance.

### 3. METHOD

The method used in this paper is the method used in this paper is *hypothesis testing* namely research that explains phenomena seen from the relationship between variables (casual research). The type of data in this study is subject data, namely research data in the form of opinions, attitudes, experiences or characteristics and individuals or groups of people being studied (respondents). This type of research seeks to explain causal relationships between variables by testing hypotheses that are made in advance and in the form of explanations (explanatory and confirmatory studies).

This research was conducted in 5 sub-district offices in Ternate City (Ternate Island sub-district office, South Ternate sub-district office, Central Ternate sub-district office, North Ternate sub-district office and West Ternate sub-district office). So that the research can run optimally, before the research is carried out, several considerations include choosing a research location so that to measure teamwork and employee involvement with moderation of human resource competence on employee performance, only 5 sub-districts are taken because the number of employees is in 3 sub-districts outside the city. Ternate (Pulau Hiri Sub-District Office, Pulau Moti Sub-District Office and Pulau Batang Dua Sub-District Office) still lacks employees under 10 people so it is necessary to make sure in determining the object in a research, while the research was carried out for 3 (three) months.

Finding a research location is an important step in quantitative research because it indicates that the subject, object and research objectives have been defined. Given that both primary and secondary data will be collected at the research location, the location of the research project must be chosen carefully and precisely. The research location is the place where the research is conducted. The research location (location of the research) plays an important role in supporting the success of a study [16].

The population in this study were all Civil Servants (PNS) in 5 sub-district offices in Ternate City (Ternate Island Sub-District Office, South Ternate Sub-District Office, Central Ternate Sub-District Office, North Ternate Sub-District Office and West Ternate Sub-District Office) from 8 sub-district offices in the Ternate City Government area, 3 sub-district offices namely (Hiri Island Sub-District Office, Pulau Moti Sub-District Office, Pulau Batang Dua Sub-District Office). Therefore, population includes both people and other natural objects. In addition, population refers to all the attributes possessed by subjects or objects, not just the total number of objects/subjects studied. The population in this study is with consideration to examine teamwork and employee involvement in employee performance with competency moderation.

If the subject is less than 100, the complete item or topic (population) can be used as a research sample, in this case this research is known as population research (saturated sample). Suharsimi Arikunto (2006), which states that If, the subject is less than 100, it is better to take all of them so that this research is a population study. In addition, if the subject has a score above 100, maybe 10-15% or 20-25 % or higher. So the total sample in this research is 97 samples.

The research data is primary data, which was collected through a survey method using a survey instrument in the form of a questionnaire. The questionnaire was distributed to all respondents and divided into two parts, namely the respondent data section and the statement section. In the data section, respondents were asked to provide data on age, gender, length of work and type of education.

Because this study uses a multivariate statistical approach by applying four variables, including two independent variables, one moderating variable, and one dependent variable, the data processing strategy uses the Partial Least Square (PLS) method using Smart PLS. When certain data problems arise, the PLS model is a variance-based SEM statistical technique created to overcome multiple regression. The structural equation analysis method known as PLS (Partial Least Squares) can assess both the measurement model and the structural model. This measurement method is used to check the validity and reliability tests.

Partial Least Square (PLS) is a powerful analytical method and is often referred to as soft modeling, because it eliminates OLS (Ordinary Least Square) regression assumptions such as data must be normally distributed in a multivariate manner and there is no problem between exogenous variables, PLS can be used to test weak theories and weak data (small samples and data normality problems) [17].

Descriptive statistical analysis is statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations [18].



Information will be obtained by grouping and tabulating the respondents' answers to the items in the questionnaire, and then an explanation will be given to the results of the data tabulation.

**Inferential Statistical Analysis**

Inferential statistics, (inductive statistics), is a statistical technique used to analyze sample data and the results are applied to the population[19]. In accordance with the hypothesis that has been formulated, the Smart PLS program is used in this study to analyze inferential statistical data, starting with the measurement model (outer model), model structure (inner model), and hypothesis testing.

The size of the significance of the hypothesis support can be used by comparing the T-table and T-statistic values. If the T-statistic is higher than the T-table value, it means that the hypothesis is supported or accepted. The PLS analysis used in this research was carried out with the Smart PLS version 4 program, which was run using a computer media program. The statistic used is the t test statistic, where in determining Df are as follows:

$$Df = n - k - 1$$

Information:

k = number of variables (independent)

n = the number of observations/sample forming the regression

If the p-value ( $\alpha = 5\%$ ) is obtained, then it is concluded that it is significant, and vice versa. If the results of testing the hypothesis on the outer model are significant, this will indicate that the indicator is seen as an instrument for measuring latent variables. If the test results on the measurement model are significant, it can be interpreted that there is an influence of latent variables on other latent variables.

**4. RESULT AND DISCUSSION**

**Outer Model Testing (Measurement Model)**

**a. Convergent Validity**

Convergent validity of the measurement model using reflective indicators is assessed based on the loading factor of the indicators that measure the construct. In this study there were four variables with a total of 48 indicators, namely 11 indicators for the teamwork variable, 15 indicators for the employee involvement variable, 11 indicators for the moderating variable of human resource competence and 11 indicators for the employee performance variable. The following is a picture of convergent validity before modification:

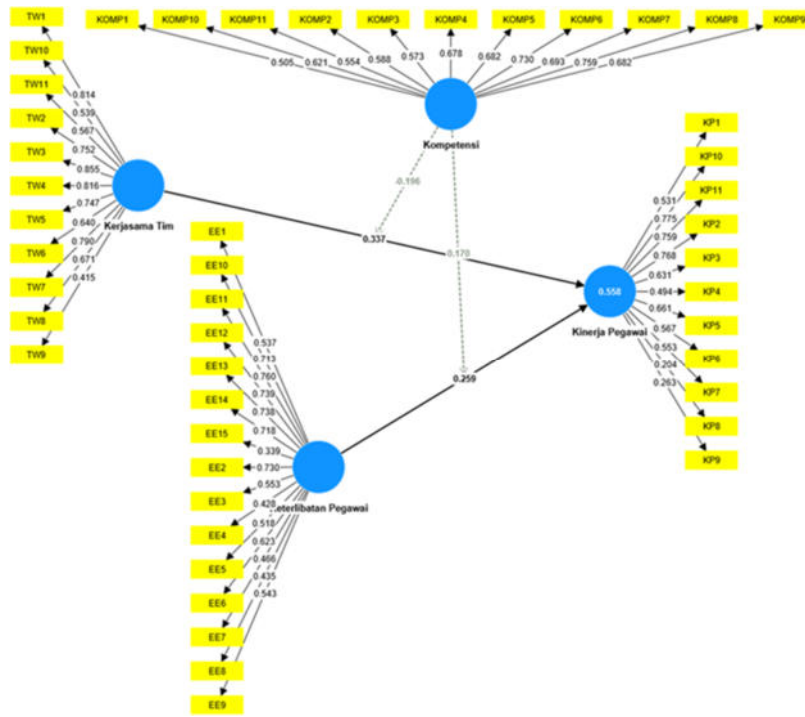


Figure 2 before Modification

Table 1 Convergent Validity Before Modification

Variable	Item	Loadings	AVE
Employee Engagement	EE1	0.537	0.365
	EE2	0.730	
	EE3	0.553	
	EE4	0.428	
	EE5	0.518	
	EE6	0.623	
	EE7	0.466	
	EE8	0.435	
	EE9	0.543	
	EE10	0.713	
	EE11	0.760	
	EE12	0.739	
	EE13	0.738	
	EE14	0.718	
	EE15	0.339	
Kompetence	KOMP1	0.505	0.419
	KOMP2	0.588	
	KOMP3	0.573	
	KOMP4	0.678	
	KOMP5	0.682	
	KOMP6	0.730	
	KOMP7	0.693	
	KOMP8	0.759	
	KOMP9	0.682	
	KOMP10	0.621	
	KOMP11	0.554	
Employee Performance	KP1	0.531	0.352
	KP2	0.768	
	KP3	0.631	
	KP4	0.494	
	KP5	0.661	
	KP6	0.567	
	KP7	0.553	
	KP8	0.204	
	KP9	0.263	
	KP10	0.775	
Teamwork	TW1	0.814	0.496
	TW2	0.752	
	TW3	0.855	
	TW4	0.816	
	TW5	0.747	
	TW6	0.640	
	TW7	0.790	
	TW8	0.671	
	TW9	0.415	
	TW10	0.539	
	TW11	0.567	

Based on table 1 above, it can be seen that there are several indicators that have an outer loading value below 0.5. In addition, the AVE value of all constructs is still below 0.50. Therefore, the measurement model must be modified by removing any indicators that do not meet the standards and then testing again. After modifying it four times, a measurement model that has acceptable convergent validity is obtained as follows:

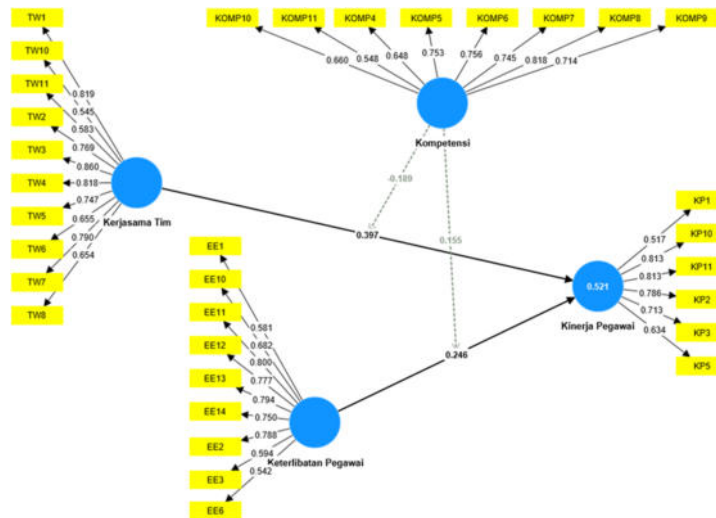


Figure 3. After Modification

**Inner Model Testing (Structural Model)**

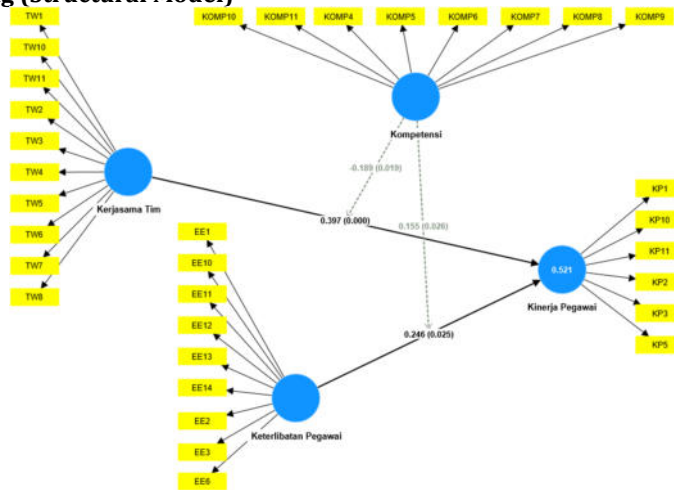


Figure 4 Structural Model

**Summary of Hypothesis Testing Results**

Table 2. Hypothesis Testing Results

	<b>Hypothesis Statement</b>	<b>Information</b>
<b>H1</b>	Teamwork has a positive effect on employee performance in the Scope of the Ternate City District Office.	Accepted
<b>H2</b>	Employee involvement has a positive effect on employee performance in the Scope of the Ternate City District Office.	Accepted
<b>H3</b>	Human resource competence moderates the effect of teamwork on employee performance in the Scope of the District Office of Ternate City.	Accepted
<b>H4</b>	Human resource competence moderates the effect of employee involvement on employee performance in the Scope of the Ternate City District Office.	Accepted

**5. CONCLUSION**

An R2 value of 0.521 is obtained, which means that 52.1% of the variance of the employee performance variable can be explained by the variables Teamwork, employee involvement, competency x



employee involvement, and competency x teamwork. Meanwhile, the remaining 57.9% is explained by other variables not included in the research model. Furthermore, the R2 value of 0.521 is in the category of strong predictive power. Teamwork has a positive effect on employee performance in the Scope of the District Office of Ternate City. This means that if teamwork is carried out properly by all employees, employee performance will increase. Employee involvement has a positive effect on employee performance in the Scope of the Ternate City District Office. The meaning is that if employee involvement is carried out properly by all employees, employee performance will increase. Competence in human resources moderates the effect of teamwork on employee performance in the Scope of the District Office of Ternate City. This means that the more precise and able to apply human resource competencies in the framework of teamwork, the more capable of improving employee performance. Competence in human resources moderates the effect of employee involvement on employee performance in the Scope of the District Office of Ternate City. This means that the more precise and able to apply human resource competencies in the context of employee involvement, the more able to improve employee performance.

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