

Analysis of Performance Management Systems in Military

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Received: March 6 2022; Revised: May 30 2022; Accepted: June 9 2022

Abstract: *This article uses literature studies and interviews to find out the extent to which the performance management systems and practices commonly found in non-military public sector organizations are also applied within a military organization with the Yonzipur 9/LLB Divif 1 Kostrad case study. To this end, in the first stage the researcher conducted an analysis of twenty selected articles related to the topic of performance management to find out the key elements in public sector performance management in general. Furthermore, researchers conducted interviews with a number of speakers from both the military and public sector human resources experts to enrich the results of the analysis. In general, military organizations as well as public organizations in general have performance management systems and practice a number of key elements of performance management systems including, among others: Performance planning, determination of performance targets, implementation, performance feedback, rewards and recognition. However, military organizations have their own peculiarities as implications of the existence of a rigid command system and organizational culture. This research is expected to be able to contribute to increasing understanding of performance management practices in military organizations while knowing the uniqueness of Kostrad as a military organization compared to other public sector organizations.*

Keywords: *Military Organization, Indonesian National Army, Performance System*

Introduction

The existence of a good performance management system (good system) is one of the three main components, in addition to qualified employees (good people) and the intention of providing the best service (good intention), which supports the success of an organization, especially in the public sector (Berman dkk, 2015). Mainly because the performance management system is directly related to efforts and strategies to ensure the goals of the organization can be achieved properly. The same attention was also emphasized by the Ministry of Defense (Kemhan) which was conveyed by the Secretary General of the Kemhan Marsdya TNI

Donny Ermawan Taufanto at the Ministry of Defense Employee Coordination Meeting in early March 2022. On the occasion, the Secretary-General of the Ministry of Defense emphasized that efforts to achieve the mission and objectives of the organization and ensure the organization's responsiveness to future task challenges, require a systematic process guided by a performance management system. Therefore, the arrangement of the performance management system is a common focus to create a good work environment and make employees work optimally and can improve work in quality and quantity (Editor, 2022).

According to the Secretary General of the Ministry of Defense, the leadership of the organization has homework to find systems, methods, and formulas that are suitable for each organization to use. In addition, all forms of moral and material support need to be fulfilled so that in carrying out tasks can be maximized. A performance management system that is run well and smoothly will have an impact on organizational performance (Editor, 2022).

“The application of the principle of the right man in right the place in the organizational management system, will provide a great opportunity in optimizing the performance of individuals and organizations. For that, let’s continue to learn to enrich ourselves with science, improve professionalism, quickly adapt to the developments that occur.” (Sekjen Kemhan Marsdya TNI Donny Ermawan Taufanto, Kamis 3 Maret 2022 dalam (Editor, 2022))

What was conveyed by the Secretary-General of the Ministry of Defense is also in line with the opinion of Michael Armstrong (2006) who stated that good performance management can focus people on doing the right thing by achieving clarity of goals. Armstrong (2006) also mentions that performance management focuses on planning and improving future performance rather than on retrospective performance appraisals. It serves as a continuous and evolutionary process. So that in particular, with the management of individual performance in the organization can align individual goals and organizational goals by upholding the values of the organization (Armstrong, 2006). In addition, researchers are interested in knowing the peculiarities of systems and practices of performance management of military organizations that are not plural found.

Method

To answer the research questions, in the first stage the researcher conducted an analysis of twenty selected articles related to the topic of performance management as a basis to identify key elements in public sector performance management in general. Furthermore, the researcher conducted interviews with a number of speakers from both military and public sector human resources experts to conduct further investigations into the extent to which these key elements were accommodated and practiced in the performance management system at Kostrad. The twenty selected articles that became the subject of literature review as the first stage of this research are a number of previous studies that discuss performance management systems, the researcher conducted interviews with a number of speakers from internal military organizations (Wadanyon Yonzipur 9 and Personnel Assistant Divif 1 Kostrad) as well as an expert in Public Sector Human Resource Management.

Result and Discussion

Public sector bureaucratic reform attaches importance to the correct management of human resources in order to fulfill services and meet the needs and welfare of the community. To achieve bureaucratic success, it is important for the agency to be serious in managing the human resources of its apparatus, and carrying out functions that run objectively and rationally. Bureaucratic reform expects no more bureaucracy to compromise in recruitment and selection, selection and placement of positions, assessment and evaluation, rotation and mutation to the point of competence, capacity, and personality (Puspawati, 2016).

The existence of reforms in the field of public management will result in the fulfillment of qualifications and

competencies in place. That is, competence in the context of the development of the bureaucratic apparatus in the present and in the future must be set on the governance of competencies in accordance with their field of duty. Currently, the obstacles faced by the government are still not qualified for the ability of the apparatus both at the manager level, especially in non-managerial resources (Suryono, 2020)

Research conducted by (Khaltar & Moon, 2020) shows that performance management directly improves organizational performance. Performance management is widely used as a tool for human resources or program management. Performance management in human resource management, for example, can be defined as the process of managing employee performance through goal setting; performance measurement; performance appraisal; and rewards.

Then, the use of performance management in local governments is still minimal, so there is research to increase knowledge about the use of performance management by examining intergovernmental efforts. Research conducted by (Ateh et al., 2020) shows that intergovernmental (IG) strategies separately and in combination, increase the use of performance management. This IG strategy proposes several strategies to improve performance management, such as increasing the awareness and commitment of local leaders, incentivizing local governments, instituting local efforts to expand performance management practices, and providing technical assistance to increase the capacity of local governments.

Knowledge management is important in improving performance management. The Regional Police in Yogyakarta is the object of research in knowing how necessary knowledge management is in police performance management. The results, (Mayastinasari

et al., 2019) found that to overcome constraints in limited resources when carrying out tasks, knowledge management is needed in performance management, so that it can be minimized, then to implement knowledge management in performance management can use an approach to integrating the processes and results of the implementation of police tasks and functions throughout the work unit systematically and systemically in the database and provide database input and access rules.

Research (Kalgin et al., 2018) proves that performance management is related to job satisfaction and turnover intentions. Careful results in performance management can result in improved organizational performance and also psychological benefits for the workforce. The relationship between job satisfaction and turnover intentions, with performance management is formed by the alignment of the work goals of each employee. This research is quantitative so that job satisfaction serves as a pathway that connects performance management with turnover intentions.

Research (Cosenz, 2018) improves the results that can be achieved from the use of traditional performance management systems in the public sector by combining them with a simulation-based method called System Dynamic modeling or called dynamic performance management. With dynamic performance management modeling can address key critical issues in the performance management framework such as, too static managerial point of view. This dynamic performance management creates a better analysis and diagnosis of the value creation process in the public sector and a more rational use of strategic resources.

Research (Ghatak, 2017) related to performance management was conducted at the Naval Dockyard agency, Visakhapatnam India. This study explores

performance management processes, awareness levels, and employee satisfaction levels and how performance management systems affect employee performance and career development at Naval Dockyard. The results show that the performance management system has a positive effect on the development and organization of employees. It is also evident that individual teams and objectives are aligned with naval dockyard's mission and strategy. This study also proves that the performance management system is a combination of four components, namely performance planning, performance monitoring and coaching, linked reward performance, and performance development plans and performance measurements and feedback systems, organizational performance and competitive advantage.

Research conducted by (Gautam & Jain, 2017) compared performance management systems in public sector banks and private sector banks. In this study, it was stated that there is no difference in the performance management system in the public and private sectors. Comparison based on identification for managing performance, i.e., performance planning, performance review, implementation, performance feedback, rewards and recognition, performance improvement.

Research (Korir et al., 2015) found that the public sector in Kenya had a declining performance; excessive regulation and control, frequent political interference, poor leadership and management resulted in declining economic growth, declining public services, and severe infrastructure degeneration and brain drain. Therefore, to improve the process of providing services in Kenya and increase competitiveness in Kenya can be by adopting performance contracts in their management programs. Performance contracts in government are useful for

clarifying the objectives of service organizations and their relationship with government, and facilitating performance evaluations based on results rather than conformity with bureaucratic rules and regulations that have killed thought, innovation, and creativity in the public sector.

The research (Jacobsen & Andersen, 2014) uses financial incentive and command system variables as independent and performance and innovation variables as dependent variables. They found that performance management can be effective and spur innovative behaviors and performance.

The essence of performance management in public sector institutions is the continuous collection, recording, analysis, and measurement of information about performance in order to be accountable to elected officials and the public for the work done (Kaselis, 2013). Research conducted by Kaselis (2013) found that the problem of measuring public sector performance is related to strategic planning, which respondents say does not work properly, and causes difficulties in measuring performance. Politicians feel it is imperative that results-based performance management will start from the implementation of their vision by changing it to remove the underlying objectives of the activity and link the assessment criteria and underlying areas with financial resources.

Research (Hawke, 2012) states that the performance management arrangements of the Australian public sector are determined by strong external (political), structural and technical factors. It has become a very positive feature in achieving a stable and advanced system. This research emphasizes management, behavior, and culture factors can be more useful in improving policies and implementing performance management.

Research (B. Esu & J. Inyang, 2009) states the public sector in Nigeria has

suffered setbacks largely due to ineffective and inefficient management. The application of performance management to the Nigerian public sector uses a goal setting model of goals, motivation, performance improvement, and feedback. The application of goal setting to Nigeria's performance management system makes public business effective, efficient and sustainable. Goals motivate by directing the attention of employees, encouraging effort, encouraging perseverance and encouraging strategies for achieving goals and action plans.

The study (Elzinga et al., 2009) found 20 behavioral factors that are important for regular use of STDs. However there are only four behavioral factors that are important for the use of PMS, namely Managers realize the importance of CSFs / KPIs / BSC for their performance, managers accept the need for performance management, managers have previous (positive) experience with performance management, managers are involved in making analysis, and managers clearly see promoters using PMS.

Research by (de Waal, 2006) examines the role of national behavior and culture in implementing effective performance management systems in multinational companies. According to this study, factors that influence behavior and improve performance management systems are structural factors that affect the structure and content of performance management, evaluation and reward systems, and cultural factors.

Research (McAdam et al., 2005) reveals the many challenges in the reform agenda to develop a performance management system that combines measurement and evaluation in the public sector. One of the efforts to overcome this is to use a balanced score card approach. Using this approach identified different categories of stakeholders by developing different performance measurements and strategies to meet their needs and

expectations. This development uses scorecards so as to benefit from the scorecard approach. This research considers it necessary to develop assessment and reward schemes, as well as recognition along with other motivations to ensure employee goals are consistent with the goals of the organization and stakeholders.

Based on literature studies that have been carried out by researchers, it can be seen that correct performance management practices will improve organizational performance (Khaltar & Moon, 2020) and employee career development (Ghatak, 2017). Then, the key element of this performance management system lies in the performance management process namely Performance planning, performance review, implementation, performance feedback, rewards and recognition, performance improvement (Gautam & Jain, 2017). In addition, research (Elzinga et al., 2009) can also be key for leaders of public sector organizations to implement a good performance management system, where leaders must realize the importance of KPIs/BSC/CSFC, leaders must be involved in making performance analysis, and leaders must have positive experiences with performance management.

In research (Sutheewasinnon et al., 2016) and (McAdam et al., 2005), the Balanced Score Card (BSC) is a performance measurement chosen to evaluate employee performance. But the use of BSC does not always have to be rigid to follow the rules. Public Sector Organizations in Indonesia can modify the BSC according to organizational characteristics and employee needs.

Table 1
Summary of Key Elements of Performance Management Practices

Accountability	Job Satisfaction	Framework	Strategic
Interpersonal	Turnover management	Agreement/Contract	Planning
Relationships	Planning and	Performance	Political Factors
Leadership	determining	Report Performance	Behavioral
Services	performance targets	Evaluation	Management
Entrepreneurship	Awards / Incentives	System Monitoring	Factors
Strategy Across	and recognition of	and feedback	Culture
Organizations	performance	System authority	Motivational
Knowledge	Balanced Scorecard	(command system)	Structural
Management			Factors

Sources: Researcher

Based on the key elements and factors affecting performance management practices in public sector organizations, the processes, cycles and sequences of performance management described above, it can be seen that the Performance Management System that will later be run by public sector organizations will include several actions that will improve performance both in quality and quantity. First, develop a clear job description; second, choosing people who fit the appropriate selection process as well; third, negotiating related to relationships and achievements in terms of performance standards, results, and measurements; fourth, providing effective orientation, education and training; fifth, providing ongoing training and feedback; sixth, designing an effective compensation and recognition system in the form of rewards for their contributions; and seventh, providing promotional or career development opportunities for staff.

Conclusion

Correct performance management practices will improve the performance of the organization. The results of the literature review identified twenty-two key elements that determine the successful implementation of

performance management in the public sector. In general, military organizations implement relatively the same performance management systems and practices as other public sector organizations. However, military organizations have peculiarities in the technical process of determining and managing targets, goals and objectives, in particular with a rigid organizational structure and the implementation of a hierarchical command system in the form of orders from superiors to subordinates in a tiered manner. In the military organization environment, the system is known as C2S (Command Control System) with characteristics including: Definite objectives, clear delegation of duties and authorities, a firm chain of command, and ultimately having a clear division of tasks (professional) in performance.

In the yonzipur 9/LLB Divif 1 Kostrad case study, with limited number of human resources, the organization has practiced four stages of performance management which include: Organizing Stage, Implementation Stage, Supervision Stage, and Evaluation and Development Stage. There is a note on the elements of reward and punishment. If an order is not carried out, there will be consequences for the punishment received by the soldier. However, if the

personnel concerned succeed in carrying out their duties properly, the reward is not too optimal as in other public sector organizations because in essence TNI soldiers aim to service the state.

Further studies are needed to further investigate the role and function of the Command Control System in more detail as one of the main elements in the performance management system in military organizations found in this study.

Acknowledgment

The authors express their sincere appreciation to colleagues in the master's program in administrative sciences, especially the concentration of human resource development and Yonzipur 9 / LLB Divif 1 Kostrad for their cooperation and encouragement in contributing to the achievement of this research.

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