



## Needs Analysis of Employee Performance in Center for Community Training Ministry of Village, Development Disadvantaged Regions, and Transmigration the Republic of Indonesia

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<http://dx.doi.org/10.18415/ijmmu.v6i3.900>

### **Abstract**

This research aims to needs analysis that required in order improving the performance of Center for Community Training Ministry of Village Development Disadvantaged Regions and Transmigration the Republic of Indonesia. In this research used three phases of Needs Assessment by Witkin, and Altschuld (1996) that such as Phase of Pre-assessment Phase of Assessment, and also Phase of Post Assessment. This study steps have reviewed the scope of research and main issue of performance problem, determined the ideal performance condition, identified the gaps between ideal and actual condition, determined the performance needs, explored the causes, and proposed alternative recommended solutions. The Instruments used survey, interview, and documentation with the respondent consist of three of section head, three of section staff, two of expert review, and 30 employees. The result shows based on three phases of Needs Assessment, out of six aspects, only four aspects are stated to be ideal related to the task and function implementation. In addition to these aspects, two other aspects have gaps, giving rise to performance requirements given alternative solution recommendations.

**Keywords:** Need Analysis; Performance Gap; HR Performance; Performance Improvement

### **Introduction**

The Human Resource (HR) function, its leaders and practices in many organizations play an important role in organizational change (Baran, Filipkowski and Stocwell, 2018). Human resources (HR) are valuable assets for each organization and provide a large contribution to the organization because employees work to achieve organizational goals through good performance. In carrying out its work, employees must have good performance. According to C. Leon Meggnison (in Anwar Prabu, 2009) performance appraisal is a process used to determine whether an employee does work according to his duties and responsibilities. Good performance will emerge if each employee has adequate competence in carrying out a task or job. The role of the organization is very large in developing the competence of employees who have full responsibility for their work. It also with adequate competencies possessed by employees, the success of an organization will be realized according to the goals of each organization. Therefore, every human resource in an organization or agency is required to continually create

productivity in work. In the other side, social express the social relationship between people in an organization and it's a good relationship between employers and employees can enhance commitment and productivity (Mensah, 2019).

In carrying out each field of work, the availability and readiness of competent HR is needed. Therefore, every organization or agency requires qualified and competent human resources to produce the expected quality of performance. In 2015, the Ministry of Manpower and Transmigration separated and the Transmigration Sector joined the Ministry of Village, DDR and Transmigration, one of the Technical Implementation Units of the Center for Work Training Development (CWTD) turned into the Center for Community Training Development (CCTM) based on the regulation of ministry of village, DDR and Transmigration the Republic of Indonesia No. 09 year 2015 concerning Organization and Work Procedure under the Agency for Research and Development, Education and Training and Information. This has implications for the increasing breadth of the field of work, the main tasks and functions of the CWTD which had previously only been engaged in the field of transmigration training with the transmigration community locus became wider locus in the general public. With the change in tasks, it is very influential on employee performance. In fact, there are still several obstacles and complaints from several employees related to the implementation of duties and functions of their work. Some employees stated that they felt they did not yet have competent competencies with a broader burden of job responsibilities that they had to fulfill, so this created a problem in carrying out the operations of their work at CCTM, so this caused the department's performance to not be as expected. This can be seen through internal reports related to the achievement of performance from the CCTM Ministry of Village, DDR and Transmigration of the Republic of Indonesia.

**Table 1. Measurement of Success Comparison Between Targets and Realization of Performance in 2018 of Center for Community Training Ministry of Village Development Disadvantaged Regions and Transmigration the Republic of Indonesia**

Indicator of Performance	Target	Realization	%
Numbers of Communities and Community Empowerment Cadres receiving training	2392 people	1638 people	68.48%
Number of Satker Management Services	1 Service	0.43	43.00%
Total (Overhead) Service	1 service	0.18	18.00%
Number of Office Services	1 service	0.75	75.00%

Based on these data of CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia felt the need to carry out a series of processes to explain what actually happened, what conditions were expected, and from there the distance between the gap and needs would be seen. The researcher feels that the needs analysis needs to be carried out as an effort to improve the performance of CCTM employees. Kabir, et.al. (2016) explained performance evaluation of employees using Bayesian belief network model. The proposed model is also capable of assessing the credibility of multiple experts and ranking employees for different purposes such as reward, improvement, training, promotion, termination, compensation. Furthermore, after these needs have been identified, priority actions are needed to determine a number of recommendations for solutions that are considered appropriate in

meeting those needs. According to Kaufman (1993) regarding needs analysis, that needs is a process carried out to identify gaps that occur between actual (existing) results and expected results. A more in-depth study is conducted when finding gaps that are considered to be the most crucial and a priority to immediately identify the actual conditions and needs that arise. Next is the determination of the most appropriate way or solution to overcome this gap.

In addition, there are other opinions regarding needs analysis. Need analysis is a tool that is used to determine the right decisions (Ryan Watkins, 2012). This means that needs analysis is a process that is carried out in order to identify differences from the expected conditions "ideal conditions" with existing conditions "actual conditions". In addition, this activity also a measure how much inequality occurs between what is and what is right. As one of the efforts to improve HR performance, the results of the needs analysis can be determined as recommendations for solutions that help existing gap problems. According to Robert A. Raiser (2007) in accordance with the Human Performance Technology (HPT) model in which there are several kinds of performance interventions that can be used as an effort to get the best solution to solve performance problems. The performance interventions are education and training, job assistance, electronic performance support systems, career development, coaching, changes in organizational culture, learning organizations, physical health, information systems, team-building, compensation (salary), knowledge management, and also job specification documentation, etc. As we know, the effect of leadership style, self-efficacy and employee training on employee performance (Turay, Salamah & Riani, 2019). In Iran, the impact of HR deliberating TQM (Total Quality Management) practice and employees job satisfaction (Chaichi & Chaichi, 2015). Recommended solutions are chosen based on existing gaps and priority needs in the related aspects. Based on the problems and explanations above, the researchers were encouraged to conduct research on " Needs Analysis of Employee Performance in Center for Community Training Ministry of Village, Development Disadvantaged Regions, and Transmigration the Republic of Indonesia ". The urgency (priority) of this research is the recommendation of a solution that can be applied to improve employee competency and performance.

## **Method**

This research is a qualitative research (Creswell, 2017) conducted in the Ministry of Village, DDR and Transmigration Environment of the Republic of Indonesia. The study was conducted for approximately four months starting from the preliminary study until the reporting of the results of the needs analysis activities to the related parties. Respondents in this study consisted of three of section head, three of section staff, and two of expert review in the CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia. Data collection is done by distributing questionnaires, interviews and supporting documents. This research was conducted by distributing instruments in the form of questionnaires to 30 employees at CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia which contained a description of the implementation of tasks and work functions based on ideal performance indicators. Interviews were conducted to 3 section heads and 3 part staff as supporting data in order to dig deeper into the causes of the gaps that occurred in the employees while carrying out the task In this research used three phases of Needs Assessment by Witkin, and Altschuld (1996) that such as Phase of Pre-assessment Phase of Assessment, and also Phase of Post Assessment. There are the Phase of Pre-assessment, Phase of Assessment, and Phase of Post Assessment.

## **Results and Discussion**

In this section we will describe the results of the study based on the research objectives. The results of the needs analysis are based on the data obtained, as follows.

### *A. Review of the scope of the research and the main issues of performance issues at CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia*

At this stage the researcher conducted a preliminary study to see the scope of the research and the issue of the main performance issues from the research that has been previously determined. The research was done by interviewing the head of the CCTM, the section head and several of staff from each section. Based on interviews that have been carried out which researchers have described on the background of research problems, it can be seen that there are obstacles and complaints from several employees related to the implementation of tasks and functions of work and other external factors that cause problems in carrying out operational work that affect the achievement of work success in CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia. Not yet the maximum achievement of work success also has an impact on the achievement of the objectives of the organization because success in work used as a benchmark for achieving organizational goals. This is reflected in the level of success of work (MoS) in 2018 (table 1).

The head of CCTM highly considers the acquisition of the work. So that in determining the scope of the research, basically each part in it has the same performance conditions". Therefore, "*that needs analysis activities need to be carried out in all sections within the organization*" (head of CCTM). The next step was taken by researchers is to identify the main issues regarding performance issues in the scope of research that has been determined, there are three sections contained in the CCTM organization, such as administration, data and information system management programs, and implementation. This stage is carried out through a series of interview activities with several sources that are considered to have responsibilities and important roles in the implementation of duties and functions of work at CCTM.

### *B. An overview of ideal performance conditions related to the implementation of tasks and work functions.*

At this stage the researcher looks at the ideal performance conditions of the implementation of tasks and work functions of CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia by reviewing internal documents in the form of performance indicators from competency dictionaries that will become a reference in developing competency standards. The document has been prepared by CCTM based on a review of the Duties and Functions of the CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia. The following is an overview of ideal performance conditions: (1) Understanding the concept of capacity building, (2) Applying capacity development, (3) Analyzing capacity building, (4) Evaluating capacity development, (5) Developing capacity development models, (6) Understanding organizational concepts community and society, (7) Applying community and community organizing, (8) Analyzing community and community organizing, (9) Evaluating community and community organizing, (10) Developing community and community organizing models, (11) Understanding the concept of partnership network development, (12) Apply partnership network development, (13) Analyze the development of partnership networks, (14) Evaluate partnership network development, (15) Develop by partnership network models, (16) Understand the concept of advocacy, (17) Apply advocacy, (18) Analyze advocacy , (19) Evaluating advocacy, (20) Developing advocacy models, (21) Affordable the concept of developing local economic potential, (22) Applying the development of local economic potential, (23) Analyzing the development of local economic potential, (24) Evaluating the development of local economic potential, (25) Developing local economic potential development models, (26) Understanding the concept of innovation technology, (27)

Applying technological innovation, (28) Analyzing the application of technological innovation, (29) Evaluating technological innovation, (30) Developing models of technological innovation.

After the researcher got an idea of the ideal performance conditions, the researcher developed a questionnaire instrument with a Likert scale along with interview guidelines complete with the supporting grid. Instruments that have been developed are then tested for validity to check the accuracy and accuracy of the data to be obtained. In this study, researchers used construct validity through expert review. The results of the instrument validity test will be described as follows:

**Table 2 Results of Instrument Validation**

No.	<i>Expert Review Instrument Validation</i>
1	The instrument has been validated once and has been repaired
2	Existing instruments are sufficient
3	Instruments can be used for data retrieval

Along with the results of material testing from the internal internal CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia

**Table 3 Material Test Results**

No.	<i>Expert Review of CCTM of Ministry of Village, DDR and Transmigration of the Republic of Indonesia</i>
1	The instrument has described the ideal performance conditions related to the implementation of the operational duties of the work at CCTM
2	The description of the description of the implementation of duties and functions of work has been sufficient and detailed in detail
3	Instruments can be used for the purposes of data retrieval

After a review by two expert reviews, researchers repaired the instrument. Improved instruments can then be used to collect the data needed.

### *C. Performance gap between ideal and actual conditions*

Furthermore, the gaps that are seen are then identified and explained in each aspect associated with each of the indicators, as follows:

### 1) *Capacity Development*

Based on the data that has been obtained in the aspect of capacity development, it shows that almost all of staff has understood aspects of capacity development properly. It can be seen from the absence of significant gaps between the ideal and actual conditions that occur in relation to the implementation of work in four indicators, starting from understanding the concept of capacity building, applying capacity development, analyzing capacity development and evaluating capacity development, while indicators developing capacity development models show a gap.

### 2) *Organizing Communities*

In this gaps, almost a small proportion of staff in the aspect of developing a model for organizing communities. It can be seen that there are still a number of staff who are not skilled in compiling and measuring the effectiveness of technical guidelines and dissemination materials for organizing communities and communities, developing models of community and community organizing within management, risk management, community participation, and leadership. Based on the data obtained, the gap is a gap that can hinder the implementation of the tasks and functions of work that exist in the CCTM environment.

### 3) *Development of the Partnership Network*

Overall, the aspects of partnership network development do not show any gap between ideal conditions and actual conditions on all indicators. Overall, the staff are able and understand the aspects of partnership network development in the CCTM environment. Starting from understanding the concept of partnership network development, applying the development of partnership networks, analyzing the development of partnership networks, evaluating and developing a partnership network model where the overall implementation has been done well.

### 4) *Advocacy*

Overall, according to the data obtained in this aspect, it shows that most of the staff have been able to understand the aspects of advocacy in the CCTM environment. It can be seen from the absence of a large gap between acute conditions and ideal conditions related to each indicator. This shows that the gap is relatively small, starting from understanding the concept of advocacy, applying advocacy, analyzing advocacy, evaluating advocacy and developing advocacy models.

### 5) *Local and Rural Economic Development*

Overall, aspects of local and rural economic development show that there are gaps between ideal conditions and conditions that occur in the field on several indicators that are very meaningful in carrying out their work. Gaps occur because some staff cannot apply the development of local economic potential properly. It can be seen from the staff who didn't understand how to apply it properly and correctly. Then the next gap is where staff who have not been able to analyze the development of the potential of the local economy, evaluate the development of local economic potential. In addition, some staff also have not mastered how to develop a model for developing local economic potential properly.

### 6) *Innovation – Technology*

Look at the gap between the ideal conditions and the actual conditions in the aspect of innovation - technology in several indicators that are quite meaningful and become obstacles in carrying out other work. This gap occurs in most staff who cannot develop a model of technological innovation. In addition, some staff also didn't have skill in evaluating and analyzing the application of technological innovations. The actual conditions, there are still less than a portion of staff who have not been able to properly evaluate technological innovations. Furthermore, less than half of the staff unable to apply and analyze the application of technological innovations.

#### *D. Performance requirements that arise based on priority gaps*

After the gaps in the CCTM are identified, the next thing to do is determine the gaps that are prioritized. The gaps in each aspect that are considered as needs can be collected as follows: There are still many obstacles during the process of developing a capacity development model. That is affected to many employees felt difficult and confused when carrying out the task of developing a model for organizing the community. And then almost all of the staff didn't expert and have the competencies needed to apply the development of local economic potential. There are still many errors from some of the staff in developing a model that is not right and unexpected. Errors were made by some of staff in evaluating the development of local economic potential. In the other side, staff felt constraints when implementing developing a model for developing local economic potential. Almost all staff didn't understand the description of the flow and provisions in applying the application of innovation and technology. There are still many errors found by most of the staff in analyzing a problem that is not right and unexpected. Because most of the staff still didn't understand about the concepts used in evaluating the application of technological innovations. Some of staff didn't have competent in competencies related to developing models of technological innovation.

#### *E. Factors Causing the emergence of Performance Needs*

In exploring information on the causes of inequality, the researcher interview with relevant parties to explore and obtain information needed to identify the factors that led to the emergence of these needs. Factors that cause performance needs include the lack of staff insights regarding areas of work that are beyond their competence, lack of training, guidance, or modules. The lack of initiative from staff when their experience difficulties in evaluating, and also that programs can be used as a place of learning and sharing between staff to increase their insight. The lack of work support such as facilities, work aids and supervisor directives also results in these needs arising. And there isn't a reward and punishment system.

#### *F. Total of alternative solution recommendations*

After the factors causing the emergence of needs are identified, the next step is to determine the appropriate alternative solutions in order to improve the performance of CCTM employees. And then the researchers gathered several alternative solutions, then an evaluation was carried out with experts in the field of performance technology to review and provide input on the recommendation submission.

**Tabel 4 Results of Expert Performance Technology Review**

<b>Point of View</b>	<b>Expert of Suggest</b>
Comment	Determination of priority performance needs and solutions must have a definite basis
Suggestion	Give a blank column after the recommendation column for the solution to write down the reasons for choosing the solution.

After considering the opinions of experts, the researcher then refines the results of the research from the needs analysis activities that have been carried out before finally conveying the matter to the relevant parties.

### **Conclusion**

The research conclusions are based on the results of questionnaire data, interviews and supporting documents regarding the analysis of employee performance requirements, namely found a gap between the actual conditions and ideal conditions in two aspects of the six aspects that exist. There are four aspects that have been stated in ideal conditions according to the data obtained in the field, namely 1) capacity building, 2) community and community organizing, 3) partnership network development and 4) advocacy. In addition to these four aspects, the remainder still has very significant gaps that give rise to performance needs that require follow-up efforts in order to improve the performance of CCTM employees. There are several recommendations for solutions given in overcoming the problem of inequality both instructional and non-instructional. Instructional solutions include holding training programs, workshops, socialization, arranging focus group discussions and job aids in each aspect with gaps. Non-instructional solutions include holding knowledge sharing and sharing sessions, coaching, policy or regulation programs, organizing recruitment, reward and recognition programs, adequate facilities or infrastructure, conducting team bonding activities, and compiling technical instructions on using something.

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