
Analysis of Position Based on Behaviorally Anchored Rating Scales (Bars) and Personnel Capacity on Career Development and Its Implications on the Aceh Selatan Regional Secretariat Employee Performance

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Abstract

This study examines the role of positions based on the Behaviorally Anchored Rating Scales (BARS) and the ability of civil servants to develop careers and their implications for the performance of Aceh Selatan Regional Secretariat employees. The sampling technique used was the census. Thus the number of samples was 145 which is all ASN in the Aceh Selatan Regional Secretariat. Data were analyzed using the SEM-AMOS statistical tool. The results conclude that BARS-Based Position, Apparatus Capabilities, Apparatus career development, and Regional Secretariat Apparatus Performance are good, BARS-Based Position and Apparatus Capability affect the career development, BARS-Based Position does not affect Regional Secretariat Apparatus Performance, Apparatus Capability and Apparatus Career Development affect Regional Secretariat Apparatus Performance, Apparatus career development mediates the full influence of BARS-Based Position on Regional Secretariat Apparatus Performance, and apparatus career development partially mediates the influence of Apparatus Capability on Regional Secretariat Apparatus Performance.

Keywords: Behaviourally Anchored Rating Scales-Based Positions, Apparatus Capability, Career Development, and Employee Performance.

1. Introduction

The Aceh Selatan Regional Secretariat as the government institution in Aceh Selatan District, Indonesia, is led by the Regional Secretary, under and responsible to the Aceh Selatan Regent. The Regional Secretariat is tasked with assisting the Regent in carrying out his administrative duties. In carrying out its duties, the Regional Secretariat is still faced with several obstacles as quoted from the 2019 Aceh Selatan District Government Report (LAKIP). The obstacles faced in general are: 1) There is still a lack of Human Resources for the South Aceh Regency Regional Secretariat employees due to a lack of qualified staff professional. 2) Delays in the disbursement of funds so that several programs and activities are not implemented according to the schedule. 3) Lack of coordination between divisions within the Regional Secretariat, 4) Lack of available funds, so that several programs and activities that are no less important cannot be implemented. 5) Still do not understand the job descriptions that occupy echelon, structural positions to carry out the programs and activities needed, and 6) Inadequate facilities and infrastructure.

Apart from these obstacles which become obstacles in carrying out tasks, as a public sector organization, the performance of the Secretariat is also measured based on the realization of budget performance based on the 2019 Performance Report of the Aceh Selatan District Government, it is also seen that the realization of budget absorption is still unsatisfactory with an average value of 94.21%. Human resources are required to optimally support the continuity of institutional performance. Every human resource in the Regional Secretariat in Aceh Selatan needs to always provide a high performance.

Performance is to achieve the goals of an organization. Particularly for public institutions, the definition of performance is a concern of the government. On the other hand, the leader's ability to mobilize employees will also play an important role in changing performance. One of the factors that affect Apparatus Performance is career development. Performance appraisal must also be used as a basis for determining employee career development by the organization. Organizational support for career development is one of the most important things in maximizing performance appraisal in the organization. Work capability is believed to be an internal factor that influences Apparatus Performance and career development. A person's ability is formed from knowledge and skills. Based on the phenomena previously described, it is known that the performance of the Secretariat is not good due to unprofessional HR factors. HR professionalism is influenced by the competencies possessed and the positions held. This is the background for researchers to use the Behavioral Anchor Rating Scale (BARS) method in analyzing Apparatus Performance ratings based on position. The BARS method is an assessment combination of critical and rating using a scale that describes specifically good and bad performance (Dessler & Angelica, 2016).

2. Literature

Apparatus Performance

Every employee is required to make a contribution through good performance (Gibson, Ivancevic, & Konopaske, 2012). (Prawirosentono, 2010) and (Edison, Riyanti, & Yustiana, 2016), performance is the result of a process that refers to and is measured over a certain period based on provisions to achieve the goals of an organization. Based on PP No. 46 of 2011, performance is defined as a comparison between the results achieved and the targets set at the beginning of each fiscal year. Performance appraisal is known as "performance rating" or "performance appraisal". (Idowu, 2017) stated that the performance appraisal system is quite effective in offering a comprehensive analysis of employee performance. Employee performance, or in this research is also mentioned as Apparatus Performance, is the ability of an employee or group of people to complete the tasks assigned to them following predetermined criteria effectively without any violation of laws and regulations.

Career Development

According to (Marwansyah, 2019) There are two perspectives on careers. One perspective explains that a career is a series of jobs that a person undertakes during his life which is called an objective career. Meanwhile, from another perspective, a career includes changes in values, attitudes, and motivation that occur with increasing age, which is called a subjective career. According to (Rivai & Sagala, 2014), a Career is all work owned or carried out by individuals

during their lifetime. (Siagian, 2014) reveals career development is the personal changes that a person makes to achieve a career plan. Career development is highly expected by every employee to motivate them to work well (Londong & Yulita, 2017). Career development is a combination of future training needs and HR planning.

BARS-Based Position

According to (Yoder, 2015) and (Armstrong, 2012), a Job description defines what is needed by the leader to carry out activities, tasks, or work. (Dessler & Angelica, 2016) states that the Position is a responsibility, reporting relationship, position conditions, and supervisory responsibilities. Promotions can occur with performance appraisals carried out by the organization. One of the performance appraisal methods is the BARS method. The BARS method combines work behavior approaches with employee personal characteristics. This method consists of a series of 5 to 10 vertical behavior scales for each work indicator. For each dimension, 5 to 10 anchors are arranged. The anchor is a behavior that shows performance for each dimension, and the values are arranged from the highest value to the lowest value. The anchor can be a critical incident obtained through job analysis. The selected events are placed on a scale from the highest to the lowest scale.

BARS has always used the term job dimensions to mean the broad categories of duties and responsibilities that make up a job. Each job is likely to have several job dimensions, and a separate scale must be developed for each. BARS is written for the job dimensions found in many managerial jobs from planning, organizing, and scheduling to project tasks and due dates. The rating scale appears on the left side of the table and defines certain categories of performance. Labuhan, which appear on the right, are specific written statements of actual behavior that, when exhibited on the job, indicate levels of performance on a scale opposite to that of a particular anchor. As anchor statements appear next to each scale value, they say to "dock" each scale value along the scale (Dessler, 1998). One of the main drawbacks of using BARS is that they take considerable time and commitment to developing. In addition, separate forms must be developed for different jobs.

Apparatus Capability

Ability is something that is owned by an individual to carry out the task or work assigned to him (Wijono, 1997) ; (Gibson et al., 2012). Menurut (Robbins & Judge, 2017), work capability is the capacity of individuals to carry out various tasks in a particular job. According to (Gondokusumo, 1995) Work capability consists of physical abilities and mental abilities. Physical abilities are physical conditions, health conditions, levels of strength, and the pros and cons of biological functions of certain parts of the body, while mental abilities are mechanical abilities, social abilities, and intellectual abilities and also involve talents, skills, and knowledge. According to (Kreitner & Kinicki, 2014) ability is a stable characteristic related to the maximum physical and mental abilities of a person. According to (Mangkunegara, 2016) Psychologically, ability consists of potential ability (IQ) and reality (knowledge and skill), meaning that employees have an IQ above average with adequate education for their position, and are skilled in their daily work, so it is easier to achieve maximum performance.

Model and Hypothesis

The authors figure out the model framework and hypothesis as follows.

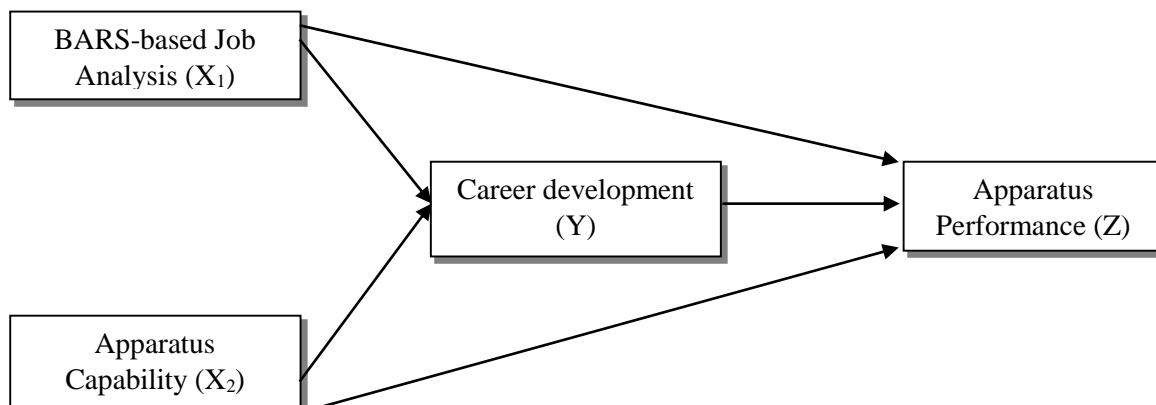


Figure 1. Influence between Variables

H1: Position Analysis Based on Behaviorally Anchored Rating Scales (BARS), Apparatus Capability, Career Development, and Apparatus Performance at the Regional Secretariat are good.

H2: Position Analysis Based on Behaviorally Anchored Rating Scales (BARS) affects Career Development.

H3: Apparatus Capability affects Career Development.

H4: Position Analysis Based on Behaviorally Anchored Rating Scales (BARS) affects the Regional Secretariat Apparatus Performance.

H5: Apparatus Capability affects the Regional Secretariat Apparatus Performance.

H6: Career Development affects the Regional Secretariat Apparatus Performance.

H7: Career Development mediates the Position Analysis Based effect on Behaviorally Anchored Rating Scales (BARS) on the Regional Secretariat Apparatus Performance.

H8: Career Development mediates the Apparatus Capability effect on the Regional Secretariat Apparatus Performance.

3. Method

This study was carried out at the Regional Secretariat of Aceh Selatan District, Indonesia. The respondents were State Civil Apparatuses (ASN) in that Regional Secretariat. This research was aimed at obtaining empirical evidence of the influence of BARS-Based Position Analysis and Apparatus Capability on Career Development and the Implications for the Performance of ASN Setdakab South Aceh. The sampling technique used was the census technique. The sample was 145 people who are all ASN in the Regional Secretariat.

Data were collected by distributing questionnaires. The model of the questionnaire was multichotomous (many answer choices) in which the subject has 5 alternative responses using a Likert scale. For direct hypothesis testing, data were analyzed using the SEM-AMOS test

tool. Indirect hypothesis testing was carried out using a Sobel calculator. The measurement indicators were:

1. To measure Apparatus Performance, it was carried out using indicators as stated in PP No. 46 of 2011, namely a) quantity; b) quality; c) time; d) costs; e) service orientation; f) integrity; g) commitment; h) discipline; i) cooperation; j) leadership.
2. To measure career development used indicators as disclosed by (Sihotang, 2007) namely a) Organizational policies; b) Work performance; c) Educational background; d) Training; e) Work experience; f) Loyalty to the organization; g) Flexibility associated and human relations.
3. To measure the BARS-Based Position used indicators as disclosed by (Dessler & Angelica, 2016) namely a) Discipline; b) Responsibility; c) Teamwork; d) Leadership; e) Problem solving and Decision-making skills; f) Compliance; g) Honesty; h) Self-motivation; i) Analytical thinking; j) Achievement orientation; k) Innovative.
4. To measure the capability of the apparatus used indicators as disclosed by (Robbins & Judge, 2017) namely a) Ability to Work, b) Education, c) Years of Service, d) Knowledge, e) Skills, f) Attitude

4. Results

H1: Descriptive Hypothesis

The respondents' perceptions were processed thru the descriptive test providing the result below.

Table 1. Respondents' Perceptions

Variables	Average	Cut Off	Information
Apparatus Performance	4.20	3.41	Good
Career development	4.05		Good
BARS-Based Position	4.11		Good
Apparatus Capability	4.01		Good

Source: SPSS Output, 2022 (processed).

Table 1 explains all variables have obtained a respondent's perception value greater than 3.41. The acquisition of these values proves that Apparatus Performance, career development, BARS-Based Position, and apparatus capabilities have been going well at the Regional Secretariat. Thus rejecting H0 and accepting H1.

Direct Effect

The structural figure is shown as follows.

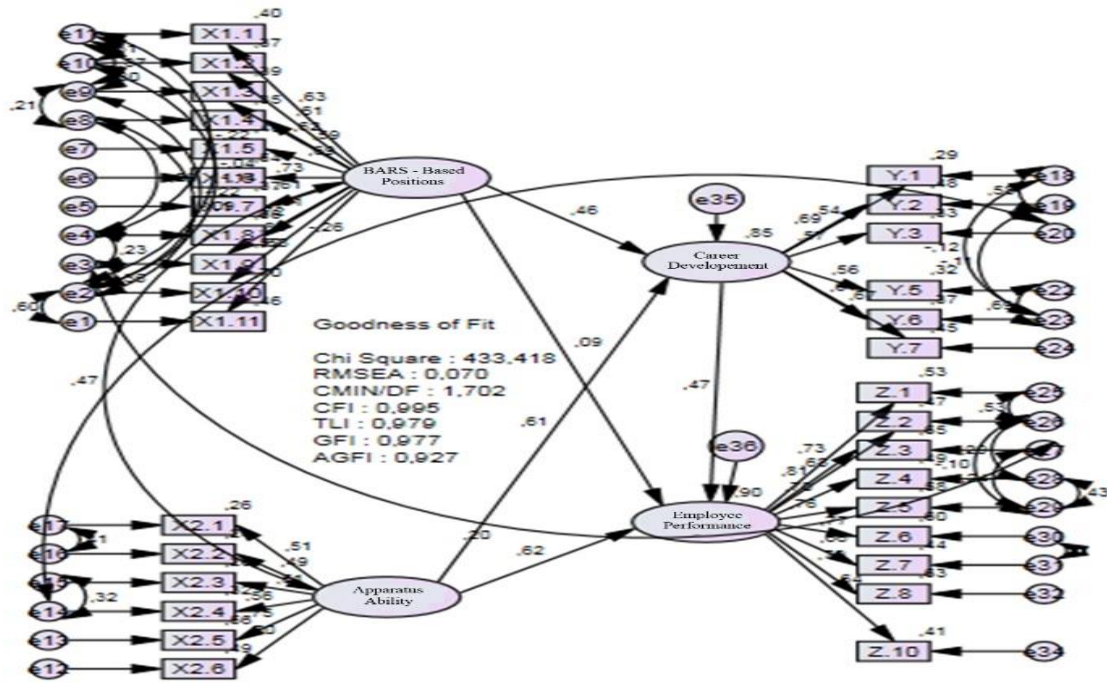


Figure 2. Structural Test

The structural test result is mentioned below.

Table 2. Regression

Effect	Estimate	S.E.	C.R.	P	R-Square
Career Development <--- BARS-Based Position	0.460	0.102	4.203	0.000	0.847
Career Development <--- Apparatus Capability	0.608	0.089	4.659	0.000	
Apparatus Performance <--- BARS-Based Position	0.093	0.119	0.316	0.752	0.900
Apparatus Performance <--- Apparatus Capability	0.618	0.140	2.443	0.019	
Apparatus Performance <--- Career Development	0.470	0.066	2.240	0.000	

The SEM results in Table 2 above are formulated:

$$\text{Career Development} = 0.460 \text{ BARS-Based Position} + 0.608 \text{ Apparatus Capability}$$

$$\text{Apparatus Performance} = 0.093 \text{ BARS-Based Position} + 0.618 \text{ Apparatus Capability} + 0.470 \text{ Career Development}$$

Based on the table above, the R square of the BARS-Based Position and apparatus capabilities effect on career development is 0.847, which explains simultaneously BARS-Based Position and apparatus capabilities can explain career development variables of 84.7%, while the remaining 15.3% is described by other variables outside the tested model.

The R square of the role of BARS-Based Position, Apparatus Capability, and Apparatus Career Development on Apparatus Performance is 0.900, which explains simultaneously BARS-Based Position, Apparatus Capability, and Apparatus Career Development can explain Apparatus Performance of 90.0%, while the remaining 10.0% is described by other variables outside the tested model.

Here is the explanation of each hypothesis (H2 – H8)

H2: BARS-Based Position in Career Development

The effect of a BARS-Based Position on career development obtained a CR 4.203 with a significance level (p) 0.000. This means that a BARS-Based Position contributes to increase Career Development. The magnitude of the influence of a BARS-Based Position on career development is 0.460. This means that a better BARS-Based Position can contribute to increase Career Development.

H3: Apparatus Capabilities in Career Development

The effect of apparatus capabilities on career development is CR 4.659 with p 0.000. This means that Apparatus Capabilities affect the improvement of Career Development. The effect coefficient of apparatus capabilities on career development is 0.608 or 60.8%. This explains that the higher the level of Apparatus Capability, the higher the Career Development. Apparatus Capabilities greatly affect Career Development. For good work results, good work skills are also needed. At the Regional Secretariat itself, 64.14% of Bachelor's education qualifications are more than 50%, which means that judging from this, the ability to work ASN at the Regional Secretariat is already good.

H4: BARS-Based Position on Apparatus Performance

The effect of BARS-Based Position on Apparatus Performance was obtained CR 0.316 with p 0.752. This means that the BARS-Based Position does not affect Apparatus Performance. Job analysis is a very strategic part to clarify the work between employees. However, the results prove that job analysis is not able to play a role in improving performance.

H5: Apparatus Capability on Apparatus Performance

The influence of apparatus capabilities on Apparatus Performance obtained a CR 2.443 with p 0.019. This means that apparatus capability affects Apparatus Performance because the significance value obtained is <0.05 . The positive coefficient result which is 0.618 describes the employee's ability to be directly proportional to the resulting performance. The better the ability of an employee will produce quality performance. Apparatus ability is largely determined by the knowledge possessed which will affect the performance of the apparatus.

H6: Career Development on Apparatus Performance

Testing the role of Apparatus Career Development on Apparatus Performance obtained CR 2.240 with p 0.025. These figure Career Development can contribute to changing the Apparatus's Performance. The effect coefficient of apparatus career development on Apparatus Performance is 0.470. This positive magnitude illustrates that the higher Career Development

will further increase Apparatus Performance. This reveals the existence of career development, employees feel there is a certainty in their career in the future so they will increasingly contribute to achieving optimal performance.

Indirect Effect

H7: BARS-Based Position on Apparatus Performance through Mediating Career Development

Testing the career development mediating BARS-based position variables on Apparatus Performance is explained below.

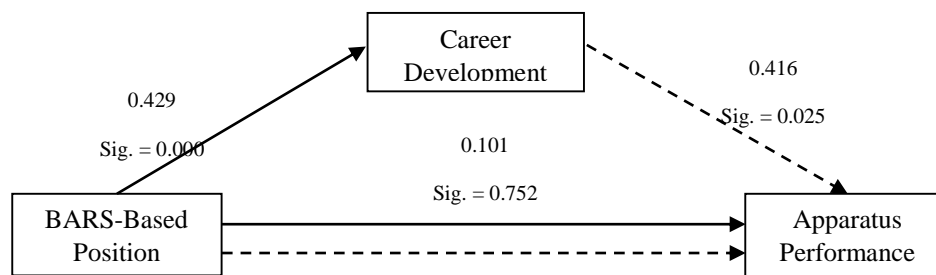


Figure 2. BARS-Based Position on Apparatus Performance through Career Development

From the results obtained t statistics 2.688 and p 0.007. Thus, Career Development plays a role in mediating BARS-Based Position with Apparatus Performance. Thus, because Career Development affects and mediates significantly, the BARS-Based Position does not play a significant role in Apparatus Performance, the Career Development role in mediating the BARS-Based Position effect on Apparatus Performance is fully mediating. Partial mediation means that the relationship between BARS-Based Positions on Apparatus Performance is fully mediated by career development. The Sobel value can be seen as follows.

Input:	Test statistic:	Std. Error:	p-value:
a 0.429	Sobel test: 2.6884063	0.06638282	0.0071794
b 0.416	Aroian test: 2.64456119	0.06748341	0.00817969
s _a 0.102	Goodman test: 2.73450707	0.06526368	0.00624738
s _b 0.119	Reset all	Calculate	

Figure 4. Sobel of H7

The results reveal that Career Development fully mediates the effect of a BARS-Based Position on Apparatus Performance. ASN who occupies a certain position must develop his career as a support for his position so that ASN can produce even better performance. This is shown in the Career Development presence of ASNs who attend the training that has been required to occupy positions.

H8: Apparatus Capability on Apparatus Performance through Mediating Career Development

The Career Development mediating effect on the apparatus capability effect on Apparatus Performance can be explained as follows:

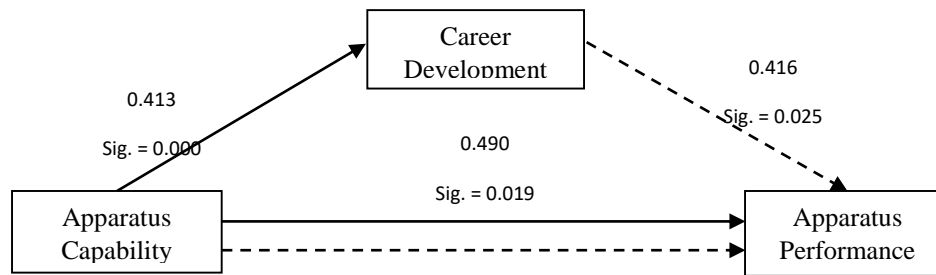


Figure 5. Apparatus Capability on Apparatus Performance through Career Development

From the results obtained t statistics 2.792 and p 0.005. Thus, Career Development plays a role in mediating between Apparatus Capability and Apparatus Performance. So, because Career Development plays a significant role and also plays a mediating role, Apparatus Capability influences Apparatus Performance, the Career Development in mediating the Apparatus Capability effect on Apparatus Performance is partial mediation which explains the Apparatus Capability can affect Apparatus Performance either through mediation or without mediation of career development. The Sobel is as follows:

Input:		Test statistic:		Std. Error:	p-value:
a	0.413	Sobel test:	2.79216685	0.06153214	0.00523564
b	0.416	Aroian test:	2.75170366	0.06243696	0.00592861
s _a	0.089	Goodman test:	2.83446921	0.06061382	0.00459019
s _b	0.119	Reset all	Calculate		

Figure 6. Sobel of H8

The results prove that Career Development mediates partially the Apparatus Capability effect on Apparatus Performance. The non-optimal performance of the apparatus is indicated by a large number of public complaints about the services provided. The capability of the regional apparatus is a supporting pillar. Apparatus career development aims to improve the effectiveness of ASN work.

5. Conclusion

The results reveal that BARS-Based Position, Apparatus Capability, Career Development, and Apparatus Performance at the Aceh Selatan Regional Secretariat are good, BARS-Based Position and Apparatus Capability affect Career Development, BARS-Based Position does not affect Apparatus Performance, Apparatus Capability and Career Development affect Regional Secretariat Apparatus Performance, Career Development fully mediates the influence of BARS-Based Position on Regional Secretariat Apparatus Performance, and Career development partially mediates the Apparatus Capability effect on Regional Secretariat Apparatus Performance. These results explain that the research model has been tested so that

the model can become a theoretical basis academically. The findings also explain that the improved model of Regional Secretariat Apparatus Performance is a function of implementing a BARS-Based Position, increasing the capacity of its apparatus, and implementing career development. This model can be an advanced research developer that can be utilized by further researchers, by adding other variables. The model is also the basis for practitioners, especially the subject of this research, namely the Regional Secretariat of Aceh Selatan, to reformulate policies for the institution to improve its performance.

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