



CAPACITY OF THE NATIONAL MARKETING DIRECTORATE - MINISTRY OF TOURISM TRADE INDUSTRY AND TOURISM OF TIMOR-LESTE

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ABSTRACT

Human resources play an important role in carrying out services effectively, depending on a well-managed human resources strategy. This includes offering services based on knowledge and capabilities, adequate and quality training, and well-functioning service systems. The aim of this research is to analyze the significant influence of capacity on employee performance at the National Marketing Directorate of the Ministry of Tourism, Trade and Industry of Timor-Leste. This research uses a quantitative approach using a questionnaire to collect data. The data analysis technique used is simple linear regression analysis using SPSS version 23.0 support. The results of research and data analysis show a correlation coefficient value of 0.918, indicating a strong correlation. The simple linear regression equation is $Y = 4.468 + 0.893X$. The contribution of the capacity variable (X) to the service performance variable (Y) is 84.3% and the remaining 15.7% is caused by other factors not analyzed in this research. Therefore, capacity has a significant effect on the service performance of employees of the Directorate General of Trade - MTCI. Therefore, it is recommended that the leadership of the National Marketing Directorate and the Directorate General of Trade prepare a plan to increase employee capacity so that they can improve their service performance.

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INTRODUCTION

Human resources are a crucial component among various others that contribute to other components and ensure the quality of an institution through their contributions to the development of the nation of Timor-Leste. To ensure quality human resources, attention must be given to aspects such as recruitment and selection, career planning, capacity building, training, performance evaluation, salary policies, and more (Rigo, 2013). In this way, the main objective is to maintain motivation and develop human resources to perform well, by creating an efficient and effective environment where everyone can feel satisfied and secure in their work. The effective performance of human resources in their work also depends on good management of human resources, such as providing services according to their knowledge and capabilities, appropriate and qualified training, and a well-functioning service system.

Hakiak (1995, p. 135) stated that human resource management is a positive, planned, and controlled service behavior aimed at promoting and ensuring efficient and quality service performance. The effective implementation of management to ensure the quality and performance of human resource services requires policies and plans based on UNTAET Regulation No. 2002/05 of May 1, concerning labor laws for Timor-Leste. This regulation is relevant as it relates to other labor laws of the Timor-Leste state and government.

Good service capacity derived from professional training aims to empower, develop, and refine individuals for their professional growth in a career established within an organization or to become efficient and productive in their positions. According to Mello (2010), capacity is a varied and profound sentiment that ensures the performance of public servants and contributes to good service results. Through capacity, individuals can promote themselves to face various changes and challenges encountered in their workplace or institution.

The performance of public service officials is a distinct category, requiring discipline and effective time management within an institution or organization. Discipline is considered an essential sector for building and supporting development. Tavares (2010, pp. 134-143) notes that good service performance in the public service sector is a crucial factor for public servants. Motivation is necessary to prompt individuals to take action. According to Mangkunegara (2000:67) and Moreira et al.

(2020), service performance is the result of a public servant's quantity and quality of service achieved when fulfilling their responsibilities. Additionally, Sulistiyani (2003:223 in Moreira et al., 2020) explains that service performance is a result of a combination of capacity, effort, and opportunities that are observed and evaluated by superiors following specific procedures and criteria.

LITERATURE REVIEW

Capacity

According to Cosme (2016, pp. 6-7), human resource capacity is identified as a key factor in the general and specific competence development within organizations. The choice of a theme that reflects the role of training to enhance the performance of civil servants in public administration is also a central concern for governments worldwide.

From a scientific perspective, human resource training is crucial because we cannot avoid directing the learning experience in a positive and effective direction. This is done to complement and reinforce planned and coordinated activities, enabling organizational members to rapidly develop their knowledge, skills, and abilities, which can benefit both individuals and the organization itself. According to Rodrigues (2021), training is a management tool that aims to address identified gaps during performance evaluations. It serves as an action that highlights both positive and negative points from the services performed, intending to improve and enhance. However, to conduct training, it is necessary to diagnose the organization's performance based on the various competencies required for development.

When developing a training plan, organizations must conduct an annual diagnosis of the training needs of their employees. The objective is to identify deficiencies in the skills of the employees and to address new challenges for society and the organization. This serves as an important tool that significantly impacts the evolution of the organization and the professional development of its workforce.

According to Martins (2023), training and capacity building are crucial actions that play a significant role in institutions and departmental responsibilities. Through talent development, organizations can achieve positive results. Providing training and qualifications to employees is essential for every company. Investing in training is also a strategy with various positive impacts on companies, such as achieving objectives and

positioning themselves competitively. In discussing capacity building, some types of capacities mentioned are (a) updating employee training; (b) integrating new talents; (c) corporate leadership; (d) behavioural skills; (e) technical skills; (f) mandatory transfers; (g) adapting models to evolving training models; (h) conducting virtual training or capacity building as a learning modality, and (i) capacities that have already been acquired.

Bueno (2002, p. 50) emphasizes the importance of individuals following cultural norms. Each person has their frame of reference and adopts standards of behavior based on their values and beliefs. Models and mental systems become crucial components in personal and organizational transformation processes. According to Boog (1999), training or capacity building is a form of professional education to adapt individuals to work in a company, preparing them adequately for their roles.

Work Performance

Work performance in an organization or institution serves as an essential tool for companies that want to analyze their service processes and the goals that employees need to achieve. Through an evaluation process, productive development for the organization can be observed. Performance is a procedure that assesses and stimulates the potential of employees within a company. Its fundamental character lies in clear guidance, as its outcomes indicate points of difficulty and promote incentives related to strength. According to the Fundação Prêmio Nacional da Qualidade - FPNQ (1995, p.54), performance is defined as the result of processes and products that allow evaluation and comparison against objectives, standards, references, and other relevant processes and products. Many times, these results express satisfaction, dissatisfaction, efficiency, and effectiveness, and they can be presented in financial or non-financial terms.

According to Dessler (2003, p. 26), performance evaluation is an analysis considering the current or past behavior of an employee and their behavior models. According to Houaiss (2001, pp. 26-27), performance is determined by individual actions or behaviors, classified at the efficiency level, the activities that have been performed, as well as activities that predict or analyze an individual's or group's performance. In terms of service delivery, the results are considered as factors that estimate actions for improvement or enhancement. Performance evaluation is created to

determine the performance, behavior, and potential of each employee based on selected criteria or objectives, guided by managers, supervisors, teams, or commissions (Lara & Silva, 2004, p. 28).

Performance Evaluation Objectives and Benefits

The objectives of performance evaluation range from various specific goals to the benefits derived from the evaluation process, wherein both the company and employees aim to build a strong, efficient, and well-trained team. However, through this, we can also observe shortcomings in processes, such as communication barriers among others. According to George W. Bohlander (2001, pp. 30-31), some objectives of performance evaluation include: (1) promoting time for employees to exchange thoughts with their superiors regarding performance; (2) providing an opportunity for employers and employees to understand the strengths and weaknesses of performance; (3) offering a pathway for employees to enhance their performance; and (4) providing crucial data for salary estimates.

In the context of recent reforms in Public Administration, it is crucial to thoroughly analyze the motivation levels of employees and their impact on performance. Additionally, it is essential to seek new measures that can enhance their motivation. This study contributes significantly to the academic field for researchers in the organizational behavior domain, helping to elucidate conclusions on this topic. In practical terms, it can also be useful for Public Administration to improve human resource management models and systems.

METHOD

This research was conducted at the National Marketing Directorate of the Ministry of Tourism, Commerce, and Industry in Timor-Leste. The research sample consisted of 30 employees working at the National Marketing Directorate. The variables in this research comprised the employee capacity variable (independent / X) and the employee job performance variable (dependent / Y). The data collection technique employed in this research was a questionnaire using a Likert scale.

This research is characterized as quantitative, and therefore, researchers needed to analyze it using statistical methods. In this study, all statistical analyses

were performed using the IBM SPSS Statistics 23 program to analyze relevant data collected through the research.

RESULT AND DISCUSSIONS

In this research, the initial analysis utilized the Bivariate Correlation coefficient to understand the relationship between the capacity variable and job performance. The correlation coefficient analysis results are presented in the following table:

		Job Performance	Capacity
Pearson Correlation	Job Performance	1,000	,918
	Capacity	,918	1,000
Sig. (1-tailed)	Job Performance	.	,000
	Capacity	,000	.
N	Job Performance	30	30
	Capacity	30	30

Table 1: Coefficient Correlations Result

Based on the results in the above table, it is evident that the correlation coefficient value between the capacity variable (X) and job performance (Y) is 0.918, indicating a strong relationship. Furthermore, the results of a simple regression analysis between the independent variable (X) and the dependent variable (Y) can be observed in the following table:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,468	2,960		1,510	,142
Kapasitasaun	,893	,073	,918	12,279	,000

a. Dependent Variable: Job performance of staff

Table 2: Simple Linear Regression Analysis Results Coefficients^a

Based on the analysis results above, it is evident that the simple linear regression equation in the Coefficients table indicates: $Y = 4.468 + 0.893 X$. From the regression analysis results above, the calculated values are shown in the following table:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,468	2,960		1,510	,142
Kapasitasau n	,893	,073	,918	12,279	,000

a. Dependent Variable: Job performance of staff

Table3: Valór Teste Ipoteze T

The results of the reference analysis indicate that the degrees of freedom (df) are $30 = n - 2 = 28$, with a confidence level of 95% and an error level of 5%, showing that the calculated probability value (t-count = 12.279) exceeds the table value (t-table = 1.701) (t-count = 12.279 > t-table = 1.701) at a significance level of 0.000, which is less than 0.05. Therefore, we do not reject the null hypothesis (Ho). From these results, we can conclude that there is a significant influence of Capacity on Job Performance at the National Marketing Directorate. To identify the determination coefficient (R²) in this research, it was analyzed through the "model summary" using the SPSS program version 23.0, as follows.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,918 ^a	,843	,838	2,873

a. Predictors: (Constant), Capacity

b. Dependent Variable: Job Performance

Table 4: Koefisiente Korelasaun

From the results of the data analysis in the table above, the obtained R Square (r²) value is 0.843. The SPSS analysis results indicate that the r² value is 0.843 or 84.3%, signifying that 84.3% of Job Performance is influenced by the Capacity variable (X). The remaining 15.7% is influenced by other factors not covered in this research.

Discussions

Based on the results of the data analysis using SPSS Version 23.0 for Windows, the coefficient values of the simple linear regression from the regression model show that the relationship between the capacity variable (X) and job performance of employees at the National Marketing Directorate - MTCI (r-count) is 0.918. This value indicates a strong relationship. Therefore, with good capacity, job

performance also improves. Meanwhile, the analysis of simple linear regression yields the equation $Y=4.468 + 0.893 X$. It indicates that when the value of the capacity variable (X) decreases or becomes zero (0), the quantity of employee job performance is 0.191. Thus, when capacity is increased, job performance also increases by the value of 0.893. This means that when the National Marketing Directorate - MTCI provides better capacity to its employees according to their needs, the job performance of employees will improve.

The hypothesis test results show that the calculated value (t-count) is 12.279, exceeding the table value (t-table) of 1.701, with degrees of freedom (df) = N-2 or 30-2=28, at a confidence level of 95% and an error level of 5%. Additionally, the hypothesis test results indicate that the probability value (t-count) is 12.279, which is greater than the table value of 1.701, with a significance of 0.000. This value indicates the rejection of the null hypothesis (I₀) and acceptance of the alternative hypothesis (I_a). Therefore, capacity has a significant influence on the job performance of employees at the National Marketing Directorate. To understand the contribution of the independent variable to the dependent variable, we can look at the determinant coefficient (R²), which has a value of 0.843 or 84.3%. This signifies that 84.3% of job performance is influenced by capacity (X), while the remaining 15.7% is influenced by other variables not analyzed in this research.

CONCLUSIONS

Regarding the research results, it can be concluded that capacity significantly influences the job performance of employees at the National Marketing Directorate. The statistical test results indicate the acceptance of the alternative hypothesis (I_a) and rejection of the null hypothesis (I₀) because the calculated value (t-count) is 12.279, which is greater than the table value (t-table) of 1.701. The contribution of the capacity variable (X) to the job performance variable (Y) has a value of 0.843 or 84.3%, while the remaining 15.7% is influenced by other variables not analyzed in this research.

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