

Influence of Intelligence, Stress Resistance, Personnel Relations, Employment Ability, Career Strategy, and Effication, On the Performance and ASN Performance in the Ministry Of Defense

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ABSTRACT

The objectives of this study are to analyze the factors that affect the employees' performance of the Ministry of Defense. The analysis was performed by reflective modeling with Intelligence, Stress Resistance, Personnel Relations, Job Burn Out, and Career Strategies as independent variables; Efficacy as a mediator; and Performance as the dependent variable.

theresearch was conducted by a mixed-method, which is a narrative exploration of variables through semi-structured interviews of five staff officialsat the Ministry of Defense, and then the modelof Structural Equation Model-Partial Least Square (SEM-PLS)waspopulated with 180 participants. Four of the six variables studied in this study have a direct impact on performance: Intelligence, Personnel Relations, Career Strategies, and Efficacy. While the effect of Stress Resistance and Fatigue on Performance is not significant, besides these four variables also have a significant indirect effect mediated by Efficacy. The model and its variables proposed are theoretically multidimensional, so the results need to be confirmed using other personality traits constructs such as "coping."Furthermore, with the one-shot-cross-sectional approach, there is a possibility of incomplete data or bias, so another research needed for better results requires longitudinal data.research shows that the Ministry of Defense employees need to be oriented towards Career, Efficacy, Intelligence, reviewed Personnel Relations Strategies to improve their performance. The resultsare useful for the manager by implementing the findings into HRM policies. The relational paths from Career Strategy, Efficacy, Intelligence, and Personnel Relations to Performance variables aresuggested.The findings provide an understanding of the variables that affect the performance of the employees. Meanwhile, the findings that Stress Resistance and Job Burn Out do not have a significant effect on Performance are interesting new information for further discourse.

KEYWORDS: *career strategies, intelligence, job burn out, performance, personnel relations, self efficacy, stress*

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I. INTRODUCTION

In the last 20 years since the Reformation Era, the problems with the HR development system at the Ministry of Defense and the TNI have not yet been completely resolved. Initially, the reform policy in the TNI organization caused TNI personnel to be withdrawn from "civilian" assignments resulting in an imbalance in rank strata, especially for lieutenants and colonels, but was still permitted to be assigned to the Ministry of Defense and several related agencies, eg. The National Defense Council, the National Defense Agency, the National Intelligence Agency (BIN), and the duties of the relevant adhoc institutions. As a result, competition for rank promotions is very tight. Therefore, in developing his career, TNI soldiers need to understand the constellation of job opportunities available in non-TNI institutions according to their interests and competencies. Understanding their capacity and exploring their abilities will be the best way for them to develop their careers in conditions of intense competition (Hirschi, 2011).The staffing problem becomes more difficult to solve because there is a Minimum Essential Force (EMF) policy, which revolves around tight budgeting. The policy, causing the human resource management policies of the Ministry of Defense and the TNI revolves around "zero growth, right sizing, and down sizing". With such conditions, the problem of coaching human resources can not be solved and even more complex. The MEF policy that refers to a strict budgeting policy further reduces the capacity to provide competencies because budgetary constraints cause difficulties in balancing the supply of competent personnel at all levels. The decline in employee competency capacity will be related to demands for work quality and employee performance (Decramer, Smolders, Vanderstraeten, &Christiaens, 2012). This fact is interesting to understand what is actually happening at the Ministry of Defense, particularly in relation to quality of work and performance, due to the effects of limited personnel development budgets. However, in this study, what needs to be explored to understand is what factors are affected and affect employee performance. Another challenge is how to present an integrative model that shows the interaction of the two types of employees in the

Ministry of Defense, discussion of performance measurement issues, ideas and areas of future HRM research, and suggestions for unique HR management practices in the Ministry of Defense organization. For example, from the writer's observation that the career development of employees at the Ministry of Defense is still not as expected. Employees generally assume that a person's career will increase by itself along with the length of work and experience. Career advancement does not always have to be seen only from structural promotions, although at present the general view is that a person's career increases if the employee is able to occupy a higher structural position. The context of perceptions of structural positions like this applies among TNI personnel because the organization does not introduce functional position lines. This is different from the ASN in a pattern that uses two career pathways, namely: the structural pathway and the functional pathway. Since the Ministry of Defense is a ministerial organization (a civil administration organization), the organization houses both career paths. Thus a TNI personnel assigned to the Ministry of Defense will be confronted with structural and functional career patterns in which both TNI career paths are seen as structural careers. Meanwhile, between TNI and ASN personnel, both must compete and at the same time both must collaborate for the achievement of the organization's mission. Therefore, the problem of intelligence, interactions between behaviors, stresses that arise, employee career management responses and their impact on the Ministry of Defense we find interesting to study.

II. LITERATURE REVIEW

The Ministry of Defense is an organization that is staffed by two types of HR, namely TNI Soldiers and ASN. Specifically, in relation to careers, they must compete, and they must demonstrate their competence to achieve career advancement in the same line of organizational structure. Failure and success in the interaction of the two types of personnel are interesting to study. Although many aspects of research related to psychosocial measurements are carried out, those related to the characteristics of two types of employees with differences in norms and career systems in an organizational line such as the Ministry of Defense are very rare. Furthermore, unique psychosocial research such as the organization of the Ministry of Defense is important to study and compare or validate with existing theories of human resource management. In essence, the management of Human Resources (HR) in every organization must be a top priority, because the success of an organization to realize its goals is largely determined by the reliability of the personnel who watch it. This means that the existing human resources in the organization need to be fostered and developed so that it can improve work skills that will ultimately be able to improve work performance. However, the management of two types of employees with different career norms and systems certainly requires a unique effort and puts forward new propositions especially related to the fact that they must compete in the career path of a single line of organization of the Ministry of Defense.

Grand Theory

Before mapping the factors or constructs that are the subject of this research, we need to map out some "grand theories" which are used as the rationale for this research. The main theory referred to in this study is based on Bandura's (1986) self-efficacy theory which bases on what is referred to as social cognitive theory (Social Cognitive Theory). The main concept of social cognitive theory is the understanding of observational learning or the process of learning through observation and experience. Social cognitive theory distinguishes between three modes of agency: direct personal agencies, proxy agencies that depend on others to act on someone's orders to get the desired results, and collective agencies are done through social coordinating and interdependent efforts (Bandura, 2001). In that theory, self-efficacy is a strong predictor of academic achievement, performance, and persistence, and in theory developed and managed by 4 classes of experience referred to as sources: performance accomplishments (PA), vicarious learning (VL), social persuasion (SP), and affective arousal (AA) affective arousal (AA). According to this theory, the effect of the source on self-efficacy varies according to the domain of performance and individual differences factors. Generally the individual differences studied revolve around differences in race, gender, and other general domains related to the source of self-efficacy (type of education) (Byars-Winston, Diestelmann, Savoy, & Hoyt, 2017). Rarely do research related to self-efficacy, where two types of employees such as ASN and soldiers are involved in the study sample. Therefore, this study is interesting because it will involve different domains of two employee resources (ASN and soldier) where they have different cultures and different staffing rules. Another Grand Theory referred to is the trait theory (Fleeson & Jayawickreme, 2015), which is one of the prominent fields in personality psychology. According to this theory, personality consists of a wide number of traits. A trait is a relatively stable characteristic that causes a person to behave in a certain way. Personality is defined as the way a person reacts and interacts with the environment or other individuals. Factors that determine personality come from heredity and the environment in which the person develops such as family norms, friendships, and social groups. The most derived personality theory research review is the Big Five Personality Traits Model that was conceived by Goldberg (2013) and obtained many reviews of its development by Zuckerman, et al., (1993). The Personality

Theory of the Big Five Model consists of 5 key dimensions, namely Openness (openness to new things), Conscientiousness (caution), Extraversion (comfort of interacting with others), Agreeableness (ease of cooperation) and Neuroticism (level of stability emotion).

Openness is a personality dimension that refers to an individual's nature based on his interest in new things and the desire to know and learn something new. Positive characteristics of individuals who have this dimension tend to be more creative, imaginative, intellectual, curious and broad-minded. In this context this dimension is closely related to intelligence (Hui-Hua&Schutte, 2015). The opposite of the nature of "Openness" is that individuals tend to be conventional, comfortable with things that already exist, and they tend to be anxious in dealing with new assignments or assignments. Conscientiousness is a dimension of individual nature that is not careless in acting and is full of judgment in making decisions, has high self-discipline, and can be trusted. The opposite nature of Conscientiousness is individuals who are less responsible, rushed, irregular, and less reliable in doing a job (Saklofske, Austin, Mastoras, Beaton, & Osborne, 2012). Extraversion is the level of comfort of someone in interacting with others, for example happy to socialize, easy to socialize, live in a group and firm. Instead, it is called introversion, which is shy, aloof, timid and reticent (Wihler, Meurs, Momm, John, & Blicke, 2017). Agreeableness is the tendency of individual nature to cooperate, easier to agree, easy to trust, like to help, and avoiding conflict. In contrast, those who do not easily agree with other individuals, are antagonistic, are cold and unfriendly (Judge & Zapata, 2015). Neuroticism is a dimension of a person's personality related to pressure or stress. The positive characteristic is called Emotional Stability, where individuals tend to calm down when facing problems, are confident, and have a firm stand. Conversely, they are easily nervous, depressed, insecure, and easily influenced (Klee & Renner, 2016). The two grand theories above are the rationale for this research within the Ministry of Defense, which is related to the importance of intelligence, ASN and soldier relations behavior, job stress resistance, job burnout, HR career strategy, self-efficacy, and performance.

Career pattern is a plan that illustrates how TNI soldiers will pursue careers during their service related to position, rank and education. The career pattern of TNI soldiers is essentially intended to be able to implement educational norms, ranks, positions and assignments for the development of individual abilities and abilities fairly in accordance with applicable regulations and in line with organizational interests. Therefore career patterns must be planned, integrated, directed, and continued so that the implementation of basic tasks can be achieved. The career pattern of TNI soldiers is part of the fostering of TNI personnel which includes activities to achieve the fulfillment of occupational norms, ranks and appropriate education. In the implementation of the three elements of career coaching must be unidirectional and interrelated with one another in order to obtain optimal results. The current limited office space for officers in the TNI internal organization has resulted in the increasingly small number of officers being able to achieve higher positions. Although other opportunities are the opening of positions in ministries and institutions that have been determined by legislation, but the available office space is limited and selective. Therefore an appropriate and objective selection is needed, so as to provide opportunities for all soldiers to have the same opportunity in pursuing a career. These opportunities include aspects of assignments, promotions, promotions and opportunities for pursuing education according to career paths. Soldiers' career patterns outside the TNI's organizational structure, such as in the Ministry of Defense, basically refer to the general provisions of the career patterns set by the TNI Commander. Therefore, the placement of TNI soldiers outside the TNI organizational structure is seen as an assignment in a position equivalent to an assignment in a position in the TNI organizational structure. In the context of 'assignments outside the TNI organizational structure' the TNI soldier is essentially career-building within his parent's career coaching pattern, which is known as the MDP (Army Service Period), MDDP and education and only the position of unit commander through the competency test method.

Researchers have studied emotional intelligence (EI) broadly and its relationship with work-related stress to understand the factors associated with the successes and failures of employees, teams and organizations (Côté, 2014; Miao, Humphrey, & Qian, 2017). In general, EI was found to be affiliated with the effectiveness of stress management while individuals with higher EI levels were found to have a substantially positive relationship with overall ability to handle stress while completing work-related tasks (Gardner, John N., Jewler, A. Jerome, Barefoot, 2014). Without a strong EI, a person can have first-class training, sharp minds, and an endless supply of good ideas, but he still will not be a great leader. Therefore, the components of emotional intelligence - self-awareness, self-regulation, motivation, empathy, and social skills - are very important. That includes intelligence in controlling anger or association with others. In fact, it means understanding the emotional makeup of oneself and others well enough to move people towards the achievement of organizational goals (Goleman, 2018b). Research variables Gardner et al. only revolves around EI, stress and performance, but does not include efficacy, interpersonal relationships, and HRM strategies that can provide impetus to performance.

Based on the description of various theories and related research above, we propose a hypothesis related to intelligence as follows:

H1a: There is an INTELLIGENCE effect on PERFORMANCE.

H1b: There is an INTELLIGENCE effect on EFIKASI-mediated PERFORMANCE

H2: There is an INTELLIGENCE effect on EFIKASI.

H3a: There is an influence of WORK STRESS on PERFORMANCE.

H3b: There is an influence of WORK STRESS on EFIKASI-mediated PERFORMANCE

- H4: There is an influence of WORK STRESS on EFIKASI.

H5a: There is an influence of HUB BEHAVIOR on PERFORMANCE.

H5b: There is an influence of HUB BEHAVIOR on EFIKASI-mediated PERFORMANCE

H6: There is an influence of HUB BEHAVIOR on EFIKASI.

Research design

This research is structured to examine the causal relationship between independent variables with the dependent variable, so the authors use the causality approach as a research design. The variables that the authors examine are intelligence consisting of emotional intelligence and spiritual intelligence, personnel relationship behavior, career strategy, efficacy, work fatigue (job burnout) and work stress resistance as variables that influence (independent) and performance as variable characteristics of data needed for analysis using PLS-SEM such as small sample sizes (for example, less than 100) (Henseler, J. & Chin, 2010), data may be distributed abnormally and measurement scales are free (may use various types of scales) is one of the most frequently mentioned reasons for implementing PLS-SEM. In the "rule of thumb", the number of samples as directed by Hair (2015) is 10 times the number of arrows on the model. So when referring to this opinion, the number of research samples should not be less than $16 \times 10 = 160$ samples. es that are influenced (dependent)) as described.

The theme of the interview (Semi Structured), refers to (Creswell, 2007). Semi-structured interviews were chosen so that the writer is more free to develop the problem more openly, and seeks to obtain opinions and ideas from the resource persons by elaborating into interrelated questions such as: Is there an influence of employee intelligence on performance in Ministry of Defense employees? Furthermore, these questions can be developed to explore other related data, for example: How do you know the emotional intelligence of employees? And so on, in which the whole interview theme is explored in a semi-structured way relying on the 5W + 1H pattern (What, When, Why, Where, Who, and How). Contextually, the results of the interview are expected to explore the hypothesized factors. Furthermore the results of the interview are narrated based on the notes made by the author. For the record, resource persons do not allow interviews to be recorded due to various considerations. Therefore, the interview notes fully rely on the integrity of the author in narrating the interview results. The results of the interview are narrated by explaining, commenting on, or categorizing the interview text into the context of the theme being explored so that it can be understood (Purwitasari, Sahputra, Yuniar, Yuhana, & Siahaan, 2011) according to the purpose of this study.

III. RESULTS AND DISCUSSION

After confirming that the measurement of the construct is reliable and valid, the next step is to examine the structural model test. This step will examine the predictive ability of the model and the relationship between constructs. To test the significance as usual is the t-test and calculate the probability (p). In this context, because SEM-PLS is non-parametric, to obtain it the bootstrap algorithm will be used (JF Hair et al., 2016). The critical value of the t-test commonly used for two-sided testing is 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.57 (significance level = 1%). The critical values for the one-sided test were 1.28 (significance level = 10%), 1.65 (significance level = 5%), and 2.33 (significance level = 1%). In the reflective research model, Hair et al (2017) recommend the use of a 5% significance level. However, this does not always apply, because explorative research studies are allowed to assume a significance level of 1%. Kollinearity test is measured from the value of VIF (Variance Inflation Factor) required for the model to predict constructs. The results should not be greater than 5. See Table 35. The reason for testing collinearity is that the estimated path coefficients in the structural model are based on OLS regression of each endogenous latent variable in the appropriate causal construct. Just as in ordinary multiple regression, the path coefficient may be biased if the estimate involves a critical level of collinearity among the predictor constructors. Related to this issue, at the beginning of the test there were several constructs that had $VIF > 5$. The way to solve it is to replace or erase the indicator. As a consequence the test of the measurement model must be reapplied. But usually the test results will relatively not change. Results after removing several indicators (structural models that passed the collinearity test),

Staffing maintenance management is an interesting and important issue in the overall organizational performance system at the Ministry of Defense. What is unique is that the source of personnel is that they were not recruited freshly by the Ministry of Defense but were recruited by TNI organizations. Thus the concept

understood is that soldiers who work in the Ministry of Defense are assigned. The majority of soldier management provisions refer to career coaching patterns that apply to TNI organizations.

As it is known, ministries' organizations including the Ministry of Defense are referred to as civil government organizations. Therefore, for soldiers assigned to the Ministry of Defense some of the management's management policies, are the elaboration of the management of guidance that still refers to the standard rules issued by the TNI Commander.

Thus there are some pretty basic differences between the management of career development of soldiers and ASN. For example, the career rank of a soldier is largely determined by the level of position he occupies in the Ministry of Defense organization. Unlike the ASN, where career positions determine the level of rank. In other words, soldiers must first occupy a position in order to be promoted, while ASN must meet the rank requirements in order to be able to occupy an appropriate position.

Interestingly, in the management of soldiers in the Ministry of Defense, sources of personnel needs will always be requested from the TNI Headquarters and Force (indirect recruitment), so that often the Ministry of Defense will find obstacles in fulfilling at every level of rank - for example at the level of first officers, non-commissioned officers and enlisted officers. Meanwhile, to meet the needs of ASN, the Ministry of Defense can conduct a direct recruitment process according to the available formations after being approved by the Ministry of PAN-RB.

To understand the management patterns of the two types of employees in the Ministry of Defense related to various factors such as intelligence, the quality of the relationship between soldiers and ASN, resistance to work stress, job burn-outs, HR strategies, and employee confidence in performance in the Ministry of Defense, his description (analysis descriptive) from the results of interviews and literature studies have been given in section 4.5.1 above. Meanwhile the model has confirmed the influence between factors and between various factors with performance, and the mediating effects that occur. In essence various literatures have identified the influence of various factors on performance and mediated by Efficacy. This study has also normalized the relationship between these factors on performance in Ministry of Defense organizations that have been previously studied with different respondents,

IV. CONCLUSIONS AND SUGGESTIONS

In accordance with the objectives of this study, the following conclusions are made:

- All factors related to performance at the Ministry of Defense have been identified to be understood in terms of theoretical and practical aspects through literature studies and interviews, namely: emotional intelligence, the quality of the relationship between soldiers and ASNs, resistance to work stress, job burnout, individual strategies for career development, and Employee confidence, and performance.
- In accordance with the research question (Problem Formulation), the following are concluded:
 - There is a significant effect of intelligence on performance;
 - There is a significant effect of intelligence on efficacy mediated performance;
 - There is a significant effect of intelligence on efficacy;
 - There is no significant influence of Job Stress on performance
 - There was no significant effect of Job Stress on efficacy mediated performance
 - There is no significant effect of Job Stress on efficacy;
 - There is a significant influence of Hub behavior on performance;
 - There is a significant influence of Hub behavior on performance mediated efficacy;
 - There is a significant influence of Hub behavior on efficacy;
 - There is no significant effect of Job Burn Out on performance;
 - There was no significant effect of Job Burn Out on efficacy mediated performance;
 - There is a significant influence of Job Burn Out on efficacy;
 - There is a significant influence of Career Plan Strategies on performance;
 - There is a significant influence of Career Plan Strategies on efficacy-mediated performance;
 - There is a significant influence of Career Plan Strategies on efficacy;
 - There is a significant effect of efficacy on performance;
- Exploration of the factors identified through modeling shows that the Ministry of Defense requires attention to the importance of the dominant influence on the performance of individual Career Strategy, Intelligence, efficacy, and Behavior Relationships among Personnel.

Suggestions

- Findings of the relationship between factors and the strength of their predictions, especially on performance, are good inputs to be applied in various policy concept plans related to HRM in the Ministry of Defense and the TNI.

- Findings that self-efficacy significantly mediates intelligence on performance, mediates the relationship between personnel to performance, and mediates individual career planning strategies to performance, can be used as a reference for formulating policies in the Ministry of Defense.
- Meanwhile, the finding that the mediating effect of efficacy is not significant on the relationship of stress resistance and job burn out on performance needs to be examined further.
- Staffing management at the Ministry of Defense requires continuous efforts in creating an innovative work environment that encourages "liquid" relations between employees.
- Findings on civil-military relations that occur within the Ministry of Defense staff and how they are pursued by the Ministry of Defense organization can be used as a reference in the context of building national civil-military relations. For further research (Future Research), in the context of theoretical development of civil-military relations, it is also important to investigate by developing understanding and exploring further the context of work culture in organizations that integrate psychological differences in employees who have been formed since the beginning of recruitment differently.

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