

Relationship Between Flow and Performance of Employees of the Central Office PT. Pelindo IV (Persero) Makassar

Muh. Jufri^{1,*} Asmulyani Asri¹ Iwan Prasetyo¹

¹*Faculty of Psychology, Universitas Negeri Makassar, Makassar, Indonesia*

^{*}*Corresponding author. Email: m.jufri@unm.ac.id*

ABSTRACT

The relationship between flow and performance of employees is the focus of research. The research subject is employees who have worked for more than one year at the headquarters of PT. Pelindo IV (Persero) Makassar and they are in class positions 10 to 16, about as 149 employees. The researcher used accidental sampling, with the number of respondents as many as 63 employees. The Work-Related Flow Inventory measured the data of employee flow, and employee performance obtained from the Employee Performance Assessment. Data were analyzed using the Spearman correlation. The result showed that the magnitude of the relationship between variables is $r = 0.260$, with a significance value of $p = 0.039 < 0.05$. This article shows that there is a significant positive relationship between the flow and performance of employees of the central office of PT. Pelindo IV (Persero) Makassar, so it can decide that the more the frequency of flow felt then the optimal performance of employees of the Central Office PT. Pelindo IV (Persero) Makassar. Based on the result, the employee who wants his performance still optimal should develop a positive work through feeling the flow. It does with a focus, enjoy, dan making intrinsic motivation on the activities at work. Then they can achieve the job satisfaction attached.

Keywords: *Flow, performance, employee*

1. INTRODUCTION

The duties and obligations of the developing human being with the compound. Individuals who reach the adult stage of development faced with the task of meeting the needs of the economy. The way to meet the needs of the economy either by working in a company [1]–[3].

People who choose the work in a company called an employee dan their obligation to optimize all of its potential resources at work. The employee is one element that is vital for companies to achieve the objectives to be achieved [4]–[7]. Employees have a crucial role because of employees who run the organization and the production of a company.

Companies need employees who continually display an attitude and good work habits while doing all the tasks assigned [8]–[13]. The previous study resulted that a company concerned in the sector of employer branding. It found that companies prefer employees who are professional, active, energetic, confident, able to monitor themselves, and who have the curiosity high. These

characters help employees in facing the challenges of work and achieve excellent performance.

Song, et.al [14] To explains that the employee's performance is the result of achievement or the ability achieved by employees in performing their duties and work obligations. The performance of good employees can help achieve or not the intended purpose of the company. The excellent performance also reflects the ability of employees to complete their responsibilities as an executor of the company's operations in achieving the company's productivity.

Employee performance also has an impact on business sustainability, because the performance of the employees describes the company's ability to meet the customer, the services or products offered. Research conducted Markos and Sridevi [15] suggested that the company can meet the desires of its customers indicate a good performance of employees. Employees who perform well will be able to support the company to sustain its business processes to produce the best service and high productivity.

Overcoming the problems concerning the performance of employees need to understand the factors that can affect employee performance. The overall performance of employees influenced by individual characteristics and environmental aspects of the organization, but the most decisive factor is the factor of individual employee performance environmental factors only a supporting factor for the employees [16]–[20]. Personal factors include concentration, happiness, and intrinsic motivation.

A happy employee will have a better performance [21]. It compared to employees who demonstrate senseless happy happiness strongly influenced by the compatibility between the tasks and the fulfillment of the expectations and needs of employees at work.

SOEs are facing market competition-free. One of them is PT. Pelindo IV Makassar, as a state-owned company, engaged in the business services in the field of port services. The role of PT. Pelindo IV Makassar also strongly supports the growth of the national logistics system. However, its function still undervalued in providing port services.

Ombudsman of the Republic of Indonesia (2014) based on the authority stipulated in Law No. 37 of 2008 to investigate four major ports in Indonesia. One in the Port of Soekarno Hatta under PT. Pelindo IV Makassar. The results of the investigation explained that the low ratings in the port sector due to the departure of the ship’s waiting time and delivery time. Long waiting times cause the export and import process is interrupted. The leading causes of these problems partly because of the length of the process data recap and permits the delivery of goods than human resources both in quality and quantity are needed to speed up the waiting time at the port. PT. Pelindo IV consists of one central office in Makassar and 26 branch offices scattered in various areas in eastern Indonesia. Head Office PT. Pelindo IV Makassar has a management function and a recap of all the branches and operations of the port. The performance of employees will affect the components so that the Central Office PT. Pelindo IV very needs human resources that have excellent performance. Their performance makes a higher company service dan productivity even though the employees in a major company are not meet directly in the port service.

The problems that exist in port services, especially employees, usually occur in the Central Office PT. Pelindo IV Makassar, which has been described above, requires attention for the company to fix it to remain competitive. Most companies associate the performance of employees by extrinsic factors such as salary and forget the intrinsic factor derived from the subjective side of each employee as flow. That makes researchers feel it is essential to conduct a quantitative study entitled “Flow Relations and Employee Performance in PT. Pelindo IV (Persero) Makassar “.

2. METHOD

The current state of individual flow is happy indicators doing his job, to exert control over his mind to be fully engaged and enjoying the work. The independent variable in this research is employee performance about job quality and quantity with the standard and also period predetermined time to complete their responsibilities. Employee performance is measured using the Employee Performance Assessment Guidelines (EPAG) PT. Pelindo IV includes three components, namely the Key Performance Indicator (KPI), assessment of competence, discipline, and punishment.

The criteria of the population in this study are employees of PT. Pelindo IV (Persero) Makassar, which has the following

- a. Employees with class positions 10 to 16, because the job class is a staff whose performance is evaluated by an officer or immediate supervisor. Also, staff directly contact the tasks related to the company so that its performance and productivity essential assessed.
- b. Employees with working experience are more than one year, or who have passed the performance assessment one last year.

Based on these criteria, sampling using accidental sampling. The results of the data collection were obtained as many as 63 employees as the study sample.

Employee performance obtained from secondary data. It is taken from the outcome of Employee Performance Assessment (EPAG) Head Office PT. Pelindo IV Makassar last performed, i.e., the period January 2014 to December 2014, is divided into five predicates based on the value obtained. Data in Table 1 shows the Employee Performance Assessment.

Table 1. Employee Performance Assessment (EPAG) Head Office PT. Pelindo IV Makassar

Score Range	Category
3.51 - 4	Parties
3.01 – 3.50	Very Good
2, 51 - 3	Good
2.01 - 2.50	Enough
< 2	Less

Data flow measured by using a scale that has been adopted by researchers based on the scale of The Work-Related Flow Inventory (WOLF) [22], which consists of seven alternative answers. Each answer has seven scores of range. Data in Table 2 shows the Work-Related Flow Inventory.

The scale based on the absorption aspect, work enjoyment, and intrinsic work motivation

Table 2. The Work-Related Flow Inventory (WOLF)

Scores	Category
7	Always
6	Very Often
5	Often
4	Sometimes
3	Usually
2	Almost Never
1	Never

Analysis of the data used to examine the relationship between flow and employee performance is by using Spearman correlation analysis techniques, statistical calculations to test the hypothesis using SPSS (Statistical Package Service Solutions).

3. RESULTS AND DISCUSSION

A preliminary study that researchers do is to do interviews with officials in the Directorate of Human Resources and General Office PT. Pelindo IV Makassar got the results that it is considered an excellent employee performance. However, there are still some employees whose performance under the other employees. Data form Employee Performance Assessment (EPA) on January - December 2014 on 228 employees. The result is there are 21% of employees whose performance is below the average of other employees. Comparing The result of performance decreased when compared with the results of the EPA in the period January 2012 - December 2012. Only 2% of employees who have results below the average obtained by other employees, while the data on the EPAG in the period January - December 2013 obtained data can not be accessed.

Researchers also surveyed 20 employees at the Head Office of PT. Pelindo IV regarding his views on the task at hand every day. The survey results that there are four employees looked at the challenges of duty higher than their ability. While there are 11 employees looked at balanced, and four people look at lower. However, there is one person who looked at a very lower than ability. Bakker [22] explains that the primary condition to achieve flow; individuals should look at the challenges of its activities by the capabilities. If employees look at the challenge of a higher duty than the ability, it will cause stress or anxiety. Whereas if the employee looked at the challenges of task lower than its capacity, it would cause boredom. The analysis resulted in most of the employees at the Central Office of PT. Pelindo IV (Persero) Makassar is the subject of research that has a frequency flow in the medium category. Data in table 3 shows the frequency flow of employee performance.

Most of the employees in the central Office of PT. Pelindo IV (Persero) Makassar has an excellent

performance in the category. Figure 1 shows the performance level of employees.

Table 3. Frequency Flow of Employee Performance at The Central Office of Pelindo IV (Persero)

Frequency	Percentage (%)	Category
6	9,5%	Very often
10	15,9	Often
24	38,1	Moderate
19	30,2	Rarely
4	6,3%	infrequent

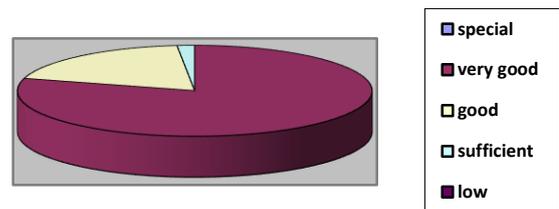


Figure 1 The level of employee performance at the central office of PT. Pelindo IV (Persero) Makassar

Results of hypothesis testing using the Spearman technique showed that the correlation coefficient between the flow with the employee’s performance is equal to 0.280 ($r = 0.280$) with significant value is 0.013 ($p < 0.05$). The correlation coefficient and the significant value that indicates that there is a positive relationship between the flow with employee performance in PT. Pelindo IV (Persero) Makassar. It shows that the more often feel the flow conditions, the more optimal performance of employees. This performance is following the opinion of Hadi (2009) mentions that the correlation coefficient lies between 0,000 to +1.000 or -1.000. The value significance obtained was $p = 0.013$, which means that H_a accepted, and H_0 rejected.

These results of interviews with two employees indicated the organizational climate within the company. Social support from coworkers also makes for the harmonious working environment, so that employees can feel comfortable and able to enjoy a work activity. Another result of the interview that clarity of responsibility felt by the subject while working, causing a sense of responsibility of employees to a given task. Clarity of responsibilities also encourages employees to pay more attention to their duties. This creates a sense of recognition of ability and a sense of responsibility. Therefore, employees seek to optimize their performance.

4. CONCLUSION

Based on the analysis results obtained can be concluded that there is a positive relationship between the flow with employee performance in PT. Pelindo IV (Persero) Makassar. It means that the more the frequency of flow felt then the optimal performance of employees. Based on these conclusions, employees who want to maintain their optimal performance must develop a positive work-life. This is obtained by frequently feeling the flow, focusing on activities at work, enjoying every work activity to stay motivated, and creating intrinsic motivation to work for job satisfaction.

ACKNOWLEDGMENT

Thank you very much to the Chancellor and the Dean of Faculty of Psychology, Universitas Negeri Makassar who have provided funding and opportunities for us to conduct research then we can complete writing this study result.

REFERENCES

- [1] R. Yu, M. Burke, and N. Raad, "Exploring impact of future flexible working model evolution on urban environment, economy and planning," *J. Urban Manag.*, 2019.
- [2] F. Bartolacci, R. Del Gobbo, A. Paolini, and M. Soverchia, "Efficiency in waste management companies: A proposal to assess scale economies," *Resour. Conserv. Recycl.*, vol. 148, pp. 124–131, 2019.
- [3] T. Stec and P. Zwolinski, "Using Values Management for Shifting Companies to Circular Economy," *Procedia CIRP*, vol. 69, pp. 805–809, 2018.
- [4] L. C. Conțiu, M. R. Gabor, and F. D. Oltean, "Employee's Motivation from a Cultural Perspective—A Key Element of the Hospitality Industry Competitiveness," *Procedia Econ. Financ.*, vol. 3, pp. 981–986, 2012.
- [5] G. Halkos and D. Bousinakis, "The effect of stress and dissatisfaction on employees during crisis," *Econ. Anal. Policy*, vol. 55, pp. 25–34, 2017.
- [6] M. Bedarkar and D. Pandita, "A Study on the Drivers of Employee Engagement Impacting Employee Performance," *Procedia - Soc. Behav. Sci.*, vol. 133, pp. 106–115, 2014.
- [7] A. Halik, Z. Zainal, and K. Hasan, "The Influences of The Physical Work Environment and Excelled Motivation towards Employee Performance of Local Education Service of Parepare City," in *1st International Conference on Advanced Multidisciplinary Research (ICAMR 2018)*, 2019.
- [8] J. Cambra-Fierro, I. Melero-Polo, and R. Vázquez-Carrasco, "The role of frontline employees in customer engagement," *Rev. Española Investig. Mark. ESIC*, vol. 18, no. 2, pp. 67–77, 2014.
- [9] C. M. Garofano and E. Salas, "What influences continuous employee development decisions?," *Hum. Resour. Manag. Rev.*, vol. 15, no. 4, pp. 281–304, 2005.
- [10] A. A. Buchko, C. Buscher, and K. J. Buchko, "Why do good employees stay in bad organizations?" *Bus. Horiz.*, vol. 60, no. 5, pp. 729–739, 2017.
- [11] B. A. C. Groen, M. J. F. Wouters, and C. P. M. Wilderom, "Employee participation, performance metrics, and job performance: A survey study based on self-determination theory," *Manag. Account. Res.*, vol. 36, pp. 51–66, 2017.
- [12] X. Islami, E. Mulolli, and N. Mustafa, "Using Management by Objectives as a performance appraisal tool for employee satisfaction," *Futur. Bus. J.* vol. 4, no. 1, pp. 94–108, 2018.
- [13] P. Klarner, R. T. By, and T. Diefenbach, "Employee emotions during organizational change—Towards a new research agenda," *Scand. J. Manag.*, vol. 27, no. 3, pp. 332–340, 2011.
- [14] Q. Song, Y. Wang, Y. Chen, J. Benitez, and J. Hu, "Impact of the usage of social media in the workplace on team and employee performance," *Inf. Manag.*, p. 103160, 2019.
- [15] S. Markos and M. S. Sridevi, "Employee engagement: The key to improving performance," *Int. J. Bus. Manag.*, vol. 5, no. 12, p. 89, 2010.
- [16] H. Wang, A. S. Tsui, and K. R. Xin, "CEO leadership behaviors, organizational performance, and employees' attitudes," *Leadersh. Q.*, vol. 22, no. 1, pp. 92–105, 2011.
- [17] J. Cherian and J. Jacob, "Impact of self-efficacy on motivation and performance of employees," 2013.
- [18] U. Bashir and M. Ismail Ramay, "Impact of stress on employees job performance: A study on banking sector of Pakistan," *Bashir, U., Ramay, MI (2010). Impact Stress Employees Job Perform. A Study Bank. Sect. Pakistan. Int. J. Mark. Stud.*, vol. 2, no. 1, pp. 122–126, 2010.
- [19] W. Fu and S. P. Deshpande, "The impact of caring climate, job satisfaction, and organizational commitment on job performance of employees in a China's insurance company," *J. Bus. Ethics*, vol. 124, no. 2, pp. 339–349, 2014.
- [20] C. D. Fisher, "Happiness at work," *Int. J. Manag. Rev.*, vol. 12, no. 4, pp. 384–412, 2010.

- [21] C. D. Kerns and K. Ko, "Exploring happiness and performance at work," *J. Organ. Leadersh. Bus.*, vol. 1, no. 5, pp. 68–81, 2010.
- [22] A. B. Bakker, "The work-related flow inventory: Construction and initial validation of the WOLF," *J. Vocat. Behav.*, vol. 72, no. 3, pp. 400–414, 2008.