

Analysis of Intellectual Capital Against Time Management in Improving the Performance of State Civil Servants (ASN) in the Binamu District Office

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Abstract

This study aims to recognize and examine the influence of intellectual capital on time management in improving the efficiency of state civil servants in the Binamu District Office, Jeneponto Regency. The analysis tool used is a quantitative research methodology, using a survey of 126 State Civil Servants and a questionnaire to gather results. The data methodology uses the technique of route mapping. This study was performed at the Jeneponto Regency Scope District Office of Binamu from May to July 2020. The findings showed that intellectual capital had a significant impact on time management and success, that time management had a positive and significant effect on ASN performance, and that intellectual capital had a significant positive impact. Success via time control.

Keywords: Intellectual Capital, Time Management, Performance, Indonesia

1. Introduction

Along with the development of the business environment, science has also developed. The development of science, especially management, has made a difference in offering solutions for business organizations to achieve success

through achieving competitive advantage. One form of scientific development is the birth of the concept of intellectual capital. Intellectual capital itself is an interesting topic to research considering its increasingly vital role in today's companies. According to the traditional view, the valuable assets for companies are physical assets in the form of land, labour and capital, and these assets are considered to determine how well the company's financial performance is. Companies engaged in software, finance, pharmaceuticals, hospitality rely heavily on intellectual capital for profit. Companies engaged in production and manufacturing combine intellectual capital with physical assets to increase the company's competitive advantage. Intellectual capital, which includes valuable company resources and capabilities, is difficult to imitate and is irreplaceable can produce competitive advantages and superior performance over companies that do not use it.

The role of intellectual capital is very influential on performance ¹ employees and in the long run will affect organizational performance, because intellectual capital can be used by the organization to create the expected performance, and as a tool for evaluating employee performance to create employees who survive the organization's future needs. Although intellectual capital can drive organizational competitiveness, unfortunately in many organizations, human resources rarely receive primary attention. Many organizational leaders are less aware that the profits an organization gets actually come from intellectual capital, this is because company activities are seen more from a business perspective alone. Technical is the notion of the expertise, talents, abilities, and competencies of consumers to perform their duties to ensure the value of achieving their objectives. These added expenses would help enhance human performance to achieve sustainable gains for the enterprise in the future (Malhotra and Bontis in Rachmawati and Wulani, 2004). Social capital is an essential prerequisite for a company to function. General investment funds can contribute to the welfare of individual workers of an organization. This discretion's strengths are: the importance of the network in its output of work (web), trust in the environment (faith), and the cost-effectiveness of work outside of work on the platform. Environment A robust corporate framework based on shared interests, beliefs, and principles will help people collaborate and strengthen their behavior (Ernstmann et al., 2009).

Besides, the method would be more successful if it is assisted by the understanding that all workers have software that the company can use to improve the productivity of Serving. The interpretation of organizational strategies plays an essential role in the company (Darroch, 2005). Asrar and Anwar (2016) Awareness worth is an integral aspect of an active living enterprise and a competitive climate. According to (Ho and Kuo, 2013), information lets companies remain competitive, so organizations need to have the right knowledge management process (technical management). Dalkir (2005) has three types of regulatory knowledge, namely (1) output knowledge, (2) shared experience, and (3) implementation knowledge. Organizations cannot create awareness without the action and cooperation of their workers (Rahawarin et al., 2020; Sawitri et al., 2019; A Umar et al., 2020). It is also important to exchange information as a knowledge-sharing mechanism that offers an incentive for workers or members of the company to share the perspectives, perceptions, and ideas of employees or other members. For staff, the exchange of education and expertise is critical in increasing intelligent minds' capacity to produce something fresh and creative (Setiarso et al., 2009).

Modern companies need to connect the workplace environment to working with workers. The history of working together has been focused on confidence. While carrying out the roles and obligations of workers in the efficient administration of public services in line with this scheme's needs, adjustments are made. The segment on human capital is focused on Sarrah and Meydiawati (2011) opinion on systemic wealth. Structural capital is the meaning of the private sector. In other terms, it may be defined as resilience in an organization as if the organization is independent of its workers, but as part of Relational Capital, an organization/coordinated organization operated by the organization (Awaluddin et al., 2019; Gani et al., 2019; Akmal Umar et al., 2019). And its partners, not just faithful and well-meaning clients, from loyal and happy customers to the programs of the organizations concerned, the organizations and government associates (Fernando) Pardede in Sarrah Arifah and Henny Medyawati, 2011).

Various studies have demonstrated a relations¹ between the type of funder and the company's employee success resources. Amani and Althaf (2016) assessed the effect of the Intellectual Capital (Human Capital, Structure and Communication Capacity) category on Oil Operations Companies in Iran. The findings revealed that three separate categories had a positive impact on workers' efficiency. Similarly, Katili's (2016) year-end study of individuals and corporate culture has a positive effect on staff results. This indicates that the redistribution of resources and social capital is significant because it will raise the expense of programs that can facilitate high-level individual actions and across the organization. If an organization wants to expand, it needs to generate more workers. Where improving

action from action is to shift the present situation to a more substantial level of motion in the future, through increasing practice in the expectation that future organizational targets are much more significant (Wibowo, 2014), it needs to be changed. Employees that are part of the organization's vision and goal to incorporate an essential infrastructure base, delivering professional resources through expanded employee activities, would eventually benefit from the organization's operations.

2. Literature Review

2.1 Description of Human Resources

If you have issues with time control, you are not alone. Many people think there is a necessity, but in practice, they do not act. Much later, time control has become an issue for people. Economists and psychologists have asked whether management is so complicated for many individuals.

Intellectual capital refers to non-physical or intangible assets (intangible assets) or invisible (invisible). Intellectual capital is related to human knowledge and experience and the technology used. Intellectual capital has the potential to advance organizations and society (Hartarti, 2014). In summary, Smedlund and Poyhonen (2005) discuss intellectual capital as an organizational capability to create, transfer, and implement knowledge. Nahapiet and Ghoshal (1998) refer to it as the knowledge and ability to know that a social collectivity has. This definition is used by them in consideration of its closeness to the concept of human capital, one of the elements of intellectual capital which Fitz-enz (2000) calls a catalyst capable of activating intangibles, another inactive component. They distinguish two types of knowledge, namely individual knowledge, both explicit (called conscious knowledge by Spender) and tacit (automatic knowledge), and social knowledge which also consists of explicit (objectified knowledge) and tacit (collective knowledge).

According to Steward (1998), Sveiby (1997), Saint-Onge (1996), and Bontis (2000) in Sawarjuwono and Kadir (2003), intellectual capital consists of three main components, namely: First, human capital as a very useful source of knowledge, skills, and competences in an organization or company. Human capital will increase if the company is able to use the knowledge that its employees have. Second, structural capital, is the ability of an organization or company to fulfill its routine corporate processes and its structure that supports employee efforts to produce optimal intellectual performance and overall business performance. Third, relationship capital is a component of intellectual capital that provides real value. This element is the harmonious relationship that the company has with its partners, both from reliable and quality suppliers, from loyal customers who are satisfied with the services of the company concerned, originating from the company's relationship with the government and the surrounding community.

2.2 The concept of time control

The idea of time control had its roots in the industrial revolution when people needed to measure time reliably. Since Drucker (2006) published his thesis, time management has been a fundamental principle in employee performance (Adebisi, 2013).

Time is an essential entity in both the economy and the economy. This is because "you must use your time wisely." Time management means planning how people invest their time. Time management is one of the important leadership skills; it is even one of the keys to success in running a business. Leadership in organizations, especially regarding decision-making issues about the future of the business, is highly dependent on the management level. To ensure the correctness of a decision made is very dependent on time management. That is, in making an important decision about the future of the business, the matter of time management is very important. Management decisions are like investments, the goal is to get the best from the resources they have, provide them with added value and get the best returns (Mitch, 2011).

Time management is the act and process of planning and exercising conscious control over the amount of time that will be spent on certain activities, in particular to increase effectiveness, efficiency and productivity. Time management requires a number of skills, tools, and techniques used in managing time to complete a task or project with a predetermined time period. Time management is one of the most important issues in modern business, with time seen as one of the main resources for success. However, how a person can use work time productively in order to do all the tasks and still get strength for the next tasks is an important challenge in a project leader and in an individual. Time is a sure resource but it can easily pass without being able to return to use it at the next opportunity.

One needs to learn and practice saving time and using it properly, effectively and efficiently. Effective time management can help do important things in every working hour. In it each individual or leader can use his time well, delegate tasks, organize work, plan time for meetings, and carry out effective mental and physical rehabilitation after doing heavy work and experiencing heavy pressure. These are some of the main tasks, which can be executed well if good time management is implemented.

2.3 Description of performance

According to Rivai (2014), "service is the result obtained from what is done, done by others to complete tasks." Performance is an indicator of a person's achievement over the time of work—it relates to the aims or priorities that have been planned and agreed upon. Execution refers to the quality and quantity of jobs that an individual will finish based on their duties. The performance review done by workers in a unit of time does indicate progress (usually per hour). In certain situations, the terms artistry, quality, and efficacy are also used to characterize the actual manufacturing. According to Mangkunegara (2017), the quality and quantity of work that a civil servant does relate to his obligations.

Performance can be defined as the level of achievement of results or "The degree of accomplishment" (Rue and Byars, 1981; Kanto et al., 2020; Umanailo, 2020). Often also called the level of achievement of organizational goals. Assessment of performance or also known as performance is an activity that is very important. The assessment can be made as input to make improvements to improve organizational performance at a later time. (Mac Donald and Lawton, 1977). If an organization does not produce material output, performance is also a term for measuring the output or results of the organization. This explanation was discussed by Stodgil in relation to organizational output problems. According to Peter Jennergren in Nystrom and Starbuck (1981: 43), the meaning of Performance is "the actual implementation of tasks". Meanwhile, Osborn in John Willey and Sons (1980: 77) called it the "level of achievement of organizational mission". Thus it can be concluded which performance (performance) is "a situation that can be seen as a description of the results of the extent to which the implementation of tasks can be done along with the mission of the organization". To find out how an organization is performing, many expert opinions use indicators and concepts, such as effectiveness, efficiency and productivity to determine the extent to which an organization's ability to achieve its goals. However, the concepts and indicators put forward are always only appropriate for profit-oriented private organizations, this is of course different from public organizations that are oriented towards serving the general public without pursuing material gain. However, the orientation for public services is for the welfare and prosperity of the community towards a good governance. Levine et al (1990) proposed three concepts that can be used to measure the performance of the public bureaucracy, namely: responsiveness, responsibility and accountability (Dwiyanto, 1995).

Georgepoulos and Tannenbaum in Emitai Etzioni (82) Using a measure of the success of an organization by: - Organizational productivity - Form a flexible organization so that it is successful in adapting to the changes that occur within the organization concerned. - There is no tension, pressure or conflict between the parts in the organization. Stodgil and James D. Tomson (1967: 33) argue that organizational success through: - productivity/performances - Integration and - Morale - Adaptiveness - Institutionalization.

If we look at the measurements given by the experts above, it is understandable that there are sides that are almost the same between one scholar and another. The size of these criteria has indeed been shown to be positively related to organizational effectiveness, however, in measuring organizational performance from the point of view of achieving objectives as the final mission of the goal many of these evaluation criteria are relatively unstable after the next period of time, which is the criteria that have been used to measure performance over time now not necessarily correct and suitable again for the future, maybe the results can be doubted next time.

3. Method

This study used a survey approach. The survey research method is used to obtain or collect information data about a large population by using a relatively smaller sample. Survey research began to develop from the 20th century. The procedures and methods have been developed, especially in the fields of psychologists, sociologists, economists, political scientists, and statisticians. The system used in this study is a particular number-based method of addition. The survey was administered by the Binamu District Office, Jeneponto Regency. The district of Binamu is one of fewer than 11 sub-districts of the Jeneponto Regency bordering the district of Turatea in the North. The survey lasted roughly three months, from May to July 2020.

Survey research is used to solve actual large-scale issues with very large populations, so a large sample size is needed (Widodo, 2008: 43). In line with the above opinion, in survey research information is collected from respondents using a questionnaire. Generally, the definition of survey is limited to the definition of a sample survey in which information is collected from a portion of the population (sample) to represent the entire population (Masri Singarimbun). There are 3 main characteristics of the survey method: 1) Information data is collected from a large group of people with the aim of describing various aspects and characteristics such as: knowledge, attitudes, beliefs, abilities of the population, 2) Information data is obtained from asking questions (written or oral) from the population, 3) Information data obtained from a sample not from the population (Nana Syaodih Sukmadinata).

Rinantanti & Bin Tahir (2018) suggests that survey design is a procedure in which researchers carry out a survey or provide a questionnaire or scale to one sample to describe the respondent's attitudes, opinions, behavior, or characteristics. From the results of this survey, the researchers made claims about trends in the population. Based on the explanation of the opinions of the experts above, it is possible. It is concluded that survey research is a research method that examines a large population by using a sample method which aims to determine the behavior, characteristics, and to make descriptions and generalizations that exist in that population.

4. Results

4.1. Research Results

Before conducting a review, the author attempts to present an overview of the relationship between intellectual capital (X), time management (Y), and performance (Z) submitted by the author according to the existing theories

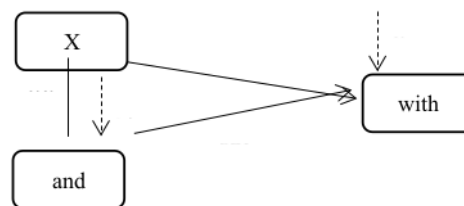


Figure 1. Variable Path Chart Models X, Y and Z

To perform a path analysis in the picture above will be divided into 2 types, including:

1. Substructure1, which connects between the variables Intellectual Capital (X), Time Management (Y) and Kinerja ASN (Z). Here is a graph of sub-structures1:

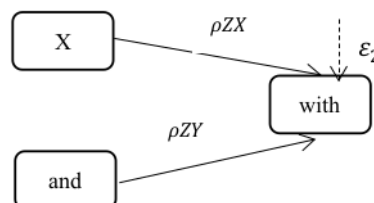


Figure 2. Substructure Path Diagram Model 1

2. Sub-structure2, which connects between intellectual capital variables (X) and time management (Y). Here is a graph of sub-structure2:

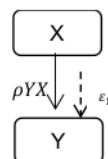


Figure 3. Substructure Path Diagram Model 2

4.2. Analysis of Substructure Path 1
Significantly substructure testing 1

Table 1. Anova Substructure 2
Anova^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2218.132	2	1109.066	625.252	.000 ^a
	Residual	218.176	123	1.774		
	Total	2436.308	125			

- a. Predictor: (Constan), Time Management, Intellectual Capital
b. Dependent Variables: ASN Performance

Source: Data Processing Results, 2020.

Hypothesis:

- H₀ : Variables X and Y do not contribute simultaneously and are significant to variable Z.
H_a : Variable X and Y contribute simultaneously and significantly to variable Z.

Basic Retrieval The decision:

- Mr ≥ 0.05 Ho accepted
Sig. < 0.05 Ho rejected

Decision:

Sig. = 0.000 or < 0.05 then Ho is rejected, and Ha accepted

Conclusion:

Intellectual Capital Variables (X) and Time Management (Y) contribute significantly to ASN (Z) Performance variables.

The magnitude of the influence of variables X and Y on Z can be known through the following Model Summary table:

Table 2. Model Summary Sub-struktur1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.909	1.331837

Source: Data Processing Results, 2020

- a. Predictors: (Constant), Time Management, Intellectual Capital

It is known that the R-Square value is 0.910 or equivalent to 91.0%. Therefore, the X and Y variants affected 9 Z variants by 91.0% and the remaining 9.0% were influenced by other species other than this study. Currently, the method value for other approaches in education is $(pY\epsilon 1) = \sqrt{1 - R^2} = \sqrt{1 - 0.910} = 0.300$

Testing Individually Variable X Against Z

Table 3. Coefficients Sub-struktur1
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.550	.813		4.366	.000
Intellectual Capital	.130	.034	.110	3.822	.000
Time Management	1.318	.041	.912	31.805	.000

- a. Dependent Variable: Kinerja ASN

Source: Data Processing Results, 2020

Table 4. Summary of Results of Substructure Coefficients1

Inter-Influence variable	Path Coefficient (Beta)	Sig value.	Test Results	Coefficient Determination	Coefficient Variable
X Against Z	0,110	0,000	contribution Significant	0,910 = 91%	0,30
Y Against Z	0,912	0,000	contribution Significant		

Source: Data Processing Results, 2020

Based on the results of the value, a path chart for Sub-Structure1 can be described as follows:

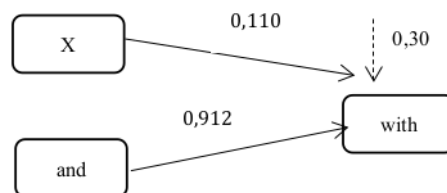


Figure 4. Substructure Path Diagram 1

Thus, structural equations can be obtained for sub-structures as follows:

$$Y = r_{ZX} + r_{ZY} + e_2$$

$$Y = 0,110 + 0,912 + 0,300$$

Where $R^2 = 0,910$

Based on structural sub-structure equation1, it can be defined as follows:

1. ASN (Z) performance is influenced by large quantities (X) and time management (Y) simultaneously and usually 91% while the remaining 9% is influenced by other types besides this study.
2. When intellectual capital (X) is good when used by public goods, it improves time management efficiency (Y). On the other hand, it weakens the performance of ASN (Z).
3. When the time management system (Y) is good for public property, it improves the performance efficiency of ASN (Z). On the other hand, the depletion of time management (Y) along with human resources will decrease government revenues.

4.3. Analysis of Substructure Path 2

Individual Testing variable X against Y

Table 5. Coefficients Sub-Structure 2
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	8.766	1.576		5.562	.000
Intellectual Capital	.276	.069	.337	3.991	.000

a. Dependent Variable: Time Management

Source: Data Processing Results, 2020

Based on the structural equation of sub-structure 2, it can be interpreted that: Time management (Y) was influenced by intellectual capital (X) by 11.4% and the remaining 88.6% was influenced by variables other than this study. If the Intellectual Capital (X) owned by the Civil Apparatus of the State is good then, Time Management (Y) increases. On the other hand, the worse the Intellectual Capital (X) owned by government officials, the worse the

Time Management (Y).

Simultaneous Analysis Results

The impact of different factors of Intellectual Capital (X) and Time Management (Y) on the Performance of State Civil Apparatus (Z) can simultaneously be explained at once in the structure model as follows:

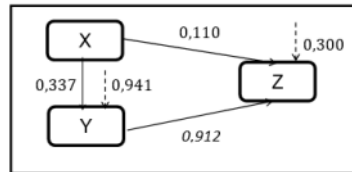


Figure 5. Overall Path Diagram of Research Structure

Based on all the current coefficients of causal factors, it can be seen as Direct Causal Influence (PKL) and Indirect Cause Influence (PKTL) of all types studied. The following results are shown below:

1. The substructure hypothesis1, namely Intellectual Capital (X) and Time Management (Y) contributes significantly to the performance of the ASN (Z). Obtained results that, simultaneously (overall) variables X and Y contribute significantly to variable Z. As well as individual contribution variable Intellectual Capital (X) expressed significant Against variable Performance ASN (Z) and contribution variable Time Management (Y) also expressed significant Against variable Performance ASN (Z)
2. The substructure hypothesis, i.e., Intellectual Capital (X) contributes significantly to Time Management (Y). Obtained the result that the contribution of the variable Intellectual Capital (X) is expressed significant Against the variable Time Management (Y).
3. Direct and indirect causal influence can be described as follows:
 - a. Direct effect of variable X on Y of 0.337 (total influence)
 - b. Direct effect of variable X on Z of 0.110
 - c. Indirect effect of variable X to Z of 0.307
 - d. The total effect of variable X on Z is 0.417
 - e. Direct effect of variable Y on Z of 0.912 (total influence)
 - f. Direct effect of variable Y on Z of 0.271
 - g. ϵ_1 of 0.941 indicates a coefficient of influence of other variables outside of this study that can affect variable Y.
 - h. ϵ_2 of 0.300 indicates the coefficient of influence of other variables outside of this study that can affect variable Z.

5. Discussion

1 The Human Resource has a meaningful effect on the public service.

Based on the study results, it was found that intellectual capital has a high value in practice. This can be seen from the effects of road testing in Table 4.5. The results of this study indicate that after efficient human resources, the performance of the state civil apparatus will be higher. Likewise, on the other hand, the worse the intellectual capital owned, the lower the performance of the state civil apparatus. Employee activities will lead to increased operational efficiency. The visual activities of the staff in this study include good work, hard work, responsibility, teamwork, and commitment. In general, the state civil apparatus in Binamu District can support the resolution of these variables.

2 The efficiency of civil institutions is positively affected by time control.

Based on the study results, it was found that time management played an essential role in implementing this, as seen from the results of the analytical method in Table 4.6. On the other hand, the worse time management caused by state-owned equipment, the lower the performance of these devices.

3 There is a clear connection between physical and human capital.

Based on the research results, it is known that science has a significant effect on time management. This can be seen from the results of the road test in Table 4.1. has a significant impact on time management. The results of this study

indicate that when the economy and public property are in good shape, time is running out. On the other hand, the origin of the Wisdom Fund is a shared asset that takes time. Capital that makes up the body. Relational capital is a harmonious relationship between websites and their partners, both from within the organization itself. Derived from interactions with partners on this issue, local community Financial Communications can appear in areas outside the organization's environment that can add value to the organization. This is the following research conducted by Kale et al. in Ramanda and Manyar (2014) about relationships that build levels of trust, mutual respect, and intimacy that arise from interpersonal relationships between internal and external partners.

5.4 This thesis examines the influence of human capital on state civil apparatus efficiency by time management.

Based on the research findings, it was found that intellectual capital has a significant effect on performance as long as the time management is good. This can be seen from the results of road testing in Table 4.6. Thus, the role of intellectual capital plays a vital role in employee performance and will occur over time, affecting organizational performance because organizations can use the money to build practical purposes. As well as a tool to evaluate employee performance to make employees who will meet the organization's needs in the future.

6. Conclusion

Intellectual capital has a positive impact on the efficiency of the civil state apparatus. A higher capacity of the technology would mean better efficiency. This indicates that religious practice is appropriate. Time management is beneficial for the state's civil service efficiency. If the system is adequate, the efficiency would be high. This proves that faith is appropriate. Intellectual capital has a positive effect on time management. New technologies can have a positive impact on-time control. This indicates that religions are appropriate. Intellectual capital has a positive and essential effect on-time distribution in Binamu. This means that, directly, human capital can boost a corporation's efficiency over time. This proves that faith is appropriate.

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Analysis of Intellectual Capital Against Time Management in Improving the Performance of State Civil Servants (ASN) in the Binamu District Office

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