

# **Work Capability with Organizational Culture and Time Management on State Civil Apparatus Performance at the Community and Village Empowerment Service of South Sulawesi Province**

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## **Abstract**

This study aims to determine the effect of organizational culture and time management on the work capability and performance of State Civil Apparatus (ASN) at the Village and Community Empowerment Service of South Sulawesi Province. This study took a sample of 111 ASN in the Department of Community and Village Empowerment of South Sulawesi Province. The data analysis technique in this study uses quantitative analysis, namely using path analysis techniques or path analysis. The results showed that organizational culture and time management affected work capability, while corporate culture, time management, and work capability positively affected performance. Meanwhile, the influence of organizational culture and time management on performance through work capability is significantly positive.

## **Keywords**

Organizational culture, time management, work capability, performance

## **1. Introduction**

Currently, the world attaches great importance to technological capabilities, management, and human resources to compete in the era of economic globalization. Companies capable of this must continue to hone their abilities, always create new things, and create effective costs so that they are not swallowed up and left behind by so many competitors. The unification of the country becomes more integrated due to economic globalization making a country bigger. This can impact national boundaries that quickly fade due to new patterns and dimensions that appear so identical. And create a narrowing of space and time so that the world becomes without borderless/borderless. This becomes a

challenge that needs to be prepared for workers who want to be reliable in their respective fields. In the company, employees will be re-selected to do their job according to the field they are reliable in.

Human resources are often seen as one of the factors of production or services by economic units (Sawitri et al. 2019). The number of economies is a measuring tool used to determine the welfare of a person or company. Where in a company, controlling, organizing, and planning all need human power. Although humans are often considered one of the factors of production, talented human resources can produce an excellent and quality production. Coupled with the existence of technology, which makes the company even better and the production process of PN is faster and drastically changes the methods used in all commercial companies.

The critical points in a company or organization are human resources because they are central to the company. Therefore, HR must continue to develop and be considered to improve company performance. With talented human resources will produce optimal performance and be able to advance their organization or company. For this reason, the company is always careful in analyzing and researching existing human resources. In addition, company culture, time management, and work capability can improve employee performance (Sukri et al. 2021).

Sam, (2021) say that companies can maintain and improve their understanding of organizational culture because organizational culture variables have a dominant influence in influencing employee performance (Sam 2021). However, judging by the current situation, many companies are still not optimal due to poor employee performance. It also causes the Department of Community and Village Empowerment (PMD) to be less than optimal. This is caused by not achieving its goals due to its lack of human resource capabilities and not good time management. The tasks between employees and others are unfair; for example, employees in specific fields are very busy while others work relaxed. Although employees have relatively the same ability in terms of ability, the implementation is less effective because of culture and time management within the organization and the individual itself.

It is indicated that the Community and Village Empowerment Service (PMD) is still not optimal in implementing time management by the organization and is also not fully aware of how to allocate time, especially during working hours. This can still be seen from the working conditions of employees, namely the room that should contain employees during working hours, it often looks empty, and it is not known what activities and where employees are in the room. In addition, employees are still often in another room while telling stories for a long time so that the work done at that time becomes a habit, which becomes a habit for employees. Late entry during office hours and before the specified schedule can still be obtained. This can be seen in the data on the staffing section of disciplinary violations, which are recapitulated monthly, which are as follows (Table 1):

Table 1. Types of violations at the Community and Village Empowerment Office (PMD) in December 2019

Types Of Violations	Sum (Quantity)
Implementation of the provisions of working hours	35
The use of uniforms that are not in place	21
Still a low sense of devotion, awareness, and responsibility to the duties of the ministry	7
Being disrespectful to fellow employees	2
Providing services to the community that is still not good	16
Misuse of goods, money, or letters relating to state property	-

**Source:** Community and Village Empowerment Office

From the data in Table 1, there are still violations related to the provisions of working hours, lack of employee discipline so that there is no responsibility for tasks. This indicates that time management and the culture at the PMD Office are still not optimally implemented, both from organizational and individual aspects. This, of course, impacts the lack of performance of ASN at the PMD Service.

Based on the description presented on the background, the researchers conducted a study with the title Analysis of Work Capability with Organizational Culture and Time Management on ASN Performance at the PMD Office of South Sulawesi Province.

## **2. Literature Review**

### **2.1. Understanding Organizational Culture**

Organizational culture as a pattern of basic assumptions created, discovered and developed by a particular group while learning to deal with external adaptation and internal integrity problems that have worked well enough to be considered valid and, therefore. To be taught to new members as the correct way to perceive, think and feel about the problems they face (Muhammad 2021; Nellyanti 2021).

Meanwhile, Organizational culture is the values and norms adopted and carried out by an organization related to the environment in which the organization carries out its activities (Labre and Martin 2021). An organizational culture is a form of perception that is owned, which is accepted implicitly by a group and determines how the group feels, thinks, and reacts to its diverse environment, where the organization is formed from cultural dimensions that can develop in a better direction (Seppa 2021).

### **2.2. Time Management**

Time management is needed in everyday life; even in the industrial revolution, it is essential to manage time effectively and efficiently. Time cannot be repeated or played back because we need to make the best use of it. Time management is also referred to as time management throughout the world. Konig (2007) describes the theory management as an organizational process, including strategic planning, structuring, goal setting, resource management (Guo 2014). Development human and financial assets needed to achieve goals and measure results. then time management is the art of managing business and personal affairs as effectively and efficiently as possible, making everything run well, as quickly as possible (Nath 2021; Suharyanto 2021.). And with the use of resources (time, energy, money, and people) as little as possible. Time management can make companies get better and more quality productivity results with high creativity, save time up to 2x and save costs on buying basic materials to work; there is implementation and supervision when working. Time is one of the most important things at work. All work needs to be done as efficiently and effectively as possible. Some state that time management is an essential priority in work; it needs regular scheduling, the implementation of responsibilities for the sake of one's satisfaction (Ilyas 2021.). Time management can increase the chances of business success. Time management is needed at work—the need to plan the time and possible organization's existence when working.

### **2.3. Understanding Performance**

Performance appraisal in the Nehara Civil Apparatus (ASN) environment can be known as work Implementation Assessment (Government Regulation Number 10 of 1979). The DP3 or list of performance appraisals for ASN, in which there are elements as follows: loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership (Dasanayaka 2020).

## **3. Methods**

Quantitative research is empirical research whose data is collected and presented in the form of numbers. The research was carried out at the PMD Office of South Sulawesi Province. The time used in this study was from April to June 2020. In this study, a questionnaire was used as a way of collecting data. The questionnaire contains statements/questions by the research variables, which the respondents will then answer. Questionnaires are suitable for research for large populations and can be spread over a wide area.

## **4. Results**

### **4.1 Validity and Reliability Test**

Testing the validity of the initial instrument (before the survey) was carried out by distributing questionnaires to 57 respondents who became the research sample. Based on the calculation results, it turns out that all the variables and indicators of the instruments used are considered valid and reliable. Then the instrument is ready to be used for the data collection on 111 respondents.

The validity test is done by correlating the score of each item with the total score of each variable. Furthermore, the correlation analysis Pearson Product Moment Test with the IBM SPSS Statistics25 program was carried out. Corrected item-total correlation is the correlation between total item scores. The way of interpretation is by consulting the critical  $r$  (0.261).

According to Sugiyono (2011), if  $r\text{-count} > r\text{-critical}$ , then the instrument can be valid. The results of the validity test of the instrument are presented in the following Table 2.

Table 2. Validity Test Results

Variable	Statement Item	R-count	R Table	Information
X1 (Organizational culture)	X1. 1	. 714	. 261	Valid
	X1. 2	. 663	. 261	
	X1. 3	. 555	. 261	
	X1.4	. 706	. 261	
	X1.5	. 744	. 261	
X2 (Time management)	X2. 1	. 864	. 261	Valid
	X2. 2	. 821	. 261	
	X2. 3	. 930	. 261	
	X2. 4	. 686	. 261	
Y (Work Capability)	Y.1	. 844	. 261	Valid
	Y.2	. 796	. 261	
	Y.3	. 773	. 261	
Z (Performance)	Y. 1	.752	. 261	Valid
	Y. 2	. 761	. 261	
	Y. 3	. 510	. 261	
	Y. 4	.796	. 261	
	Y. 5	. 695	. 261	
	Y.6	. 738	. 261	

Source: Data Processing Results, 2021

Based on the validity test in the Table 2 above, it appears that all indicators of endogenous variables and exogenous variables are valid. This is indicated by the correlation value of the total indicator above the critical r-value (0.312). Thus, all indicators in these variables can be used for further analysis.

Furthermore, the instrument reliability test is based on the Cronbach Alpha value exceeding 0.6. The results of the reliability test for all variables are presented in the following Table 3.

Table 3. Reliabilities Test Results

Variable	Cronbach's Alpha	Conclusion
Organizational Culture (X1)	.697	Reliable
Time Management (X2)	. 848	Reliable
Work Capability(Y)	. 828	Reliable
Performance (Z)	. 777	Reliable

Source: Data Results, 2021

In the Table 3 above, it appears that all variables, both endogenous and exogenous variables in this study, can be said to be reliable. This is indicated by the Cronbach Alpha value of each variable that exceeds the value of 0.6. Thus, all of these variables can be used for further analysis.

#### 4.2 Path Analysis Results and Proof of Hypotheses

The following are the analysis results carried out using straight-line analysis, which can be seen from the diagram model used with the variables studied, namely: Organizational Culture, Time Management, Work Capability, and Performance (Figure 1).

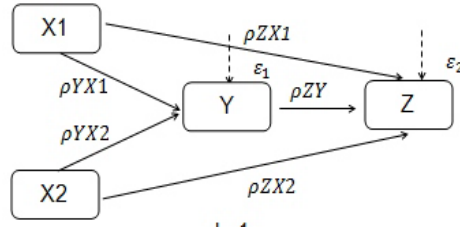


Figure 1. Variables Model

Figure 1 Variable Path Diagram X1, X2, Y, and Z In path analysis, it is divided into two models to determine the desired results, which can be seen below: Model 1, which connects the variables of Organizational Culture (X1), Time Management (X2), and Work Capability (Y). The following Figure 2 as follows:

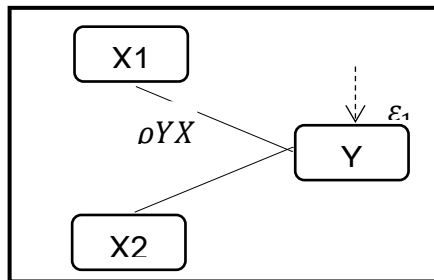


Figure 2. Model 1 Path Diagram

Figure 2, which connects the variables of Organizational Culture (X1), Time Management (X2), Work Capability (Y), and Performance (Z). Here's a model2 diagram (Figure 3):

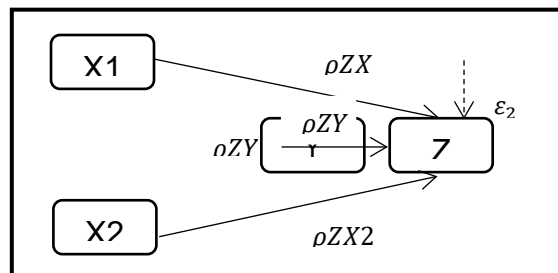


Figure 3. Model 2 Path Diagram

There are two path analysis models through regression results: before conducting the path analysis. The author will test the normality of the two existing models to determine whether the data is usually distributed using two methods: the histogram test and the standard probability plots test.

### 4.3 Normality test

The normality test is divided into two according to the path diagram model, namely (Figure 4):

1. Normality Test Model 1

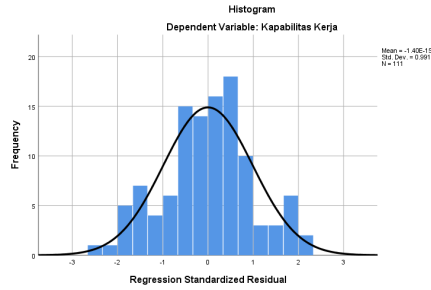


Figure 4. Normality Test Model 1

#### 4.4. Histogram Test

it can be seen from the picture above that there. It is a curved line like a mountain with its appearance. Of an asymmetrical leg between the right and left. it can be concluded that the data in the study are typically distributed (Figure 5).

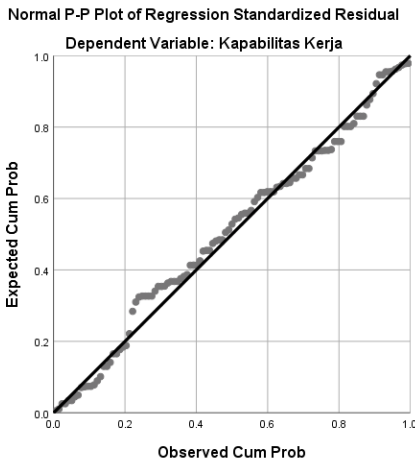


Figure 5. Histogram Test

#### 4.5 Path Diagram of the Overall Research Structure

From the results above, the effect is direct or indirect. And the results can be seen in the form of a Table 4:

Table 4. Summary of Impact Results by Coefficient of Path

Variable Influence	Path Coefficient	Causal Influence		
		Immediately	Indirect	Shared Influence
X1 Against Y	.489	.489	-	-
X2 Against Y	.378	.378	-	-
X1 Against Z	.305	.305	$.489 \times .400 = .196$	-
X2 Against Z	.251	.251	$.378 \times .400 = .151$	-
Y Against Z	.400	.400	-	-
X1 and X2 Against Y	-	-	-	.671
X1, X2 and Y Against Z	-	-	-	.780
e 1	.574	.574	-	-
e 2	.469	.469	-	-

Source: Data Processing Results, 2021

From the results of the analysis obtained, it can be concluded as follows: Organizational Culture (X1) has a significant influence on the Work Capability (Y) of employees in the Scope of the Community and Village Empowerment Service (PMD) of South Sulawesi Province, with a path coefficient of 0.489. Organizational Culture (X1) has a significant direct influence on Employee Performance (Z) employees in the Scope of the Community and Village Empowerment Service (PMD) of South Sulawesi Province, with a path coefficient of 0.305. Time Management (X2) has a significant influence on the Work Capability (Y) of employees in the Scope of the Community and Village Empowerment Service (PMD) of South Sulawesi Province, with a path coefficient of 0.378. Time Management (X2) has a significant direct effect on Employee Performance (Z) employees in the Scope of the Community and Village Empowerment Service (PMD) of South Sulawesi Province, with a path coefficient of 0.251. Organizational Culture (X1) and Time Management (X2) in influencing ASN performance through 2 channels, namely: Organizational Culture (X1) and Time Management (X2) affect Performance (Z) through Work Capability (Y). Organizational Culture (X1) and Time Management (X2) have a direct influence on Performance (Z). Among the causal relationship paths of Organizational Culture (X1), Time Management (X2), and Work Capability (Y) variables on Performance (Z), the path that has the most significant influence is the direct path of Organizational Culture (X1) on Performance (Z) of 0.305

## **5. Discussion**

### **5.1. Organizational Culture on Work Capability**

Based on the study results, it was found that organizational culture had a significant effect on work capability. This can be seen from the path analysis results in Table 4. where the better the organizational culture possessed by ASN, the better the existing work capabilities. And vice versa, if the organizational culture is terrible, the work capability will also decrease.

The organizational culture formed at the Department of Community and Village Empowerment of South Sulawesi Province includes transparency, independence, accountability and responsibility, and fairness. It is necessary to have transparency in the company so that there is openness in decision-making. It must be relevant in its submission during the decision-making process, especially regarding financial and non-financial information for interested parties. There is a need for transparency when reporting. The existence of fairness is related to justice and equality in fulfilling the rights of stakeholders by the applicable law. The Office of Community and Village Empowerment of South Sulawesi Province was formed to create local government policies in poverty alleviation and community welfare improvement. Also, plans, coordinates, and reviews programs organize the preparation of the implementation of regional policies and infrastructure facilities for village community empowerment institutions (Saifuddin 2021; Umanailo 2021). Cultural principles and values are needed by employees in improving quality and productivity by the division of tasks. The ability to work and a high commitment to the company is also needed to improve the quality and productivity of the company—the existence of more and extra roles in the company as behaviors that can achieve company goals. Curious, empathetic, creative attitudes are needed so that the abilities of employees can be known.

### **5.2 Time Management on Work Capability**

Based on the study results, it was found that time management had a significant effect on the work capability of the State Civil Apparatus. Table 4 it can be seen the results of the path analysis. This study indicates that the better the time management applied by the ASN, the higher the work capability of the State Civil Apparatus. Vice versa, the worse time management applied by ASN, the work capability of the State Civil Apparatus will also be lower.

The Department of Community and Village Empowerment (PMD) of South Sulawesi Province is included in the very high category in time management from the results obtained. The indicators used in this study related to time management received excellent responses from respondents, meaning that the State Civil Apparatus at the Village Community Empowerment Service of South Sulawesi Province in time management in terms of time planning, organizing. Coordinating and supervising each activity can be carried out correctly. Organizing and coordinating each activity will create good environmental interactions and contribute to agencies with the skills to create concepts, ideas, and ideas for the organization's progress. Work can be carried out correctly by the duties and responsibilities assigned to the State Civil Apparatus.

Good time management skills in a person will also have a good effect on the organization. This is because they can manage time well so that it can provide satisfaction and can reduce anxiety at work (Nurjayanti 2021.; Sa'adah 2019). people who always manage time will get a good impact. He can manage time and possibly reduce delays and errors

in work and daily activities to increase productivity and improve our work capabilities. Good timing also trains our focus on the essential things.

### **5.3 Organizational Culture on Performance**

Based on the study results, it was found that organizational culture had a significant effect on performance. In Table 4 path analysis results can be seen. The results of this study indicate that the better the organizational culture that exists in the agency, the performance of the State Civil Apparatus will also increase. But the organizational culture applied by ASN is terrible, then the performance of ASN can be said to below.

The organizational culture built at the Village Community Empowerment Service of South Sulawesi Province from the indicators shows that there are still respondents who disagree with the indicators of tolerance and flexibility. This indicates that there is still thought the leader is the ruler (Yusuf 2019; Djibu 2019; Apriyanto and Umanailo 2019). Therefore, employees feel that everything has been done. The decision is absolute without considering; some employees feel that they are more inclined to do administrative work rather than spend more energy thinking about giving ideas for organizational development. Sometimes there are rejections made by leaders to subordinates; this is a condition that can trigger conflict within the organization. This can also impact decreasing employee creativity, monotonous work, and lack of support for channeling employee creative ideas.

Organizations also have personalities, if the organization's personality is rigid and unfriendly, then the organization is complicated to develop the ideas of its employees, and vice versa, friendly or flexible organizations are usually more creative and easier to develop employees (Muhammad 2021). Each organization also has characteristics that can distinguish one organization from another. The difference can be seen in the organizational culture, where the culture can show how they solve problems in the company, where it can also realize their vision and mission and win stakeholders' hearts.

Organizational culture needs to be understood the elements of its values and applicable norms. A strong culture will be able to achieve organizational goals more quickly. There needs to be a unified perception based on shared values, norms, and good behavior.

### **5.4 Time Management on Performance**

Based on the study results, it was found that time management had a significant effect on performance. In Table 4, it can be seen from the path analysis. This study indicates that the better time management applied by ASN, the performance will also increase. However, if the time management applied by the ASN is lacking, the performance of the ASN will also decline.

Britton and Tesser (1991) stated that time management is a technique of using time effectively and efficiently to carry out certain actions that lead to achieving goals. Someone who has good time management can sort out the activities to be carried out based on the level of need. He can also be sure to have a good work routine too (Nasrullah 2021; Rahmansyah 2021). The research said, time management is a process of planning and implementing several certain activities that can increase effectiveness, efficiency, and productivity (Merrick 2018; Ilyas 2021).

### **5.5 Work Capability on Performance**

Based on the study results, it was found that work capability had a significant effect on performance. This can be seen from the results of the path analysis in Table 4. The results of this study indicate that the better the work capability of ASN, the higher the performance. Vice versa, the worse the work capability of ASN, the lower the performance.

Empirical facts in the field illustrate that the indicators used as a reference in this study are proven to provide a high-value response. This indicates that employees at the Department of Community and Village Empowerment of South Sulawesi Province can interact well in their work environment. Employees can do a good job and contribute to my agency to create concepts, ideas, and ideas to better the organization. Have. However, in the field, the fact is still found that at the Department of Community and Village Empowerment of South Sulawesi Province, the current state civil apparatus (ASN) is not working by their field of expertise or competence.

### **5.6 Organizational Culture on Performance Through Work Capability**



Based on the study results, it was found that organizational culture significantly influences performance through work capability; this means that the State Civil Apparatus will perform well and have an excellent organizational culture and is supported by good work skills. This can be seen from the results of the path analysis in Table 4.

Based on empirical facts in the field and the results obtained from the analysis of this study, it can be said that at the Department of Community and Village Empowerment of South Sulawesi Province, organizational culture can improve the performance of the state civil apparatus with high indicator values. The existence of a culture of tolerance that is built means that every state civil apparatus. This institution respects each other both in terms of individual backgrounds. And in the process of carrying out the work carried out besides that. The clarity of the has been well socialized in summarizing the vision and mission of this agency. They are making it easier for employees to participate in achieving agency goals.

### **5.7 Time Management on Performance Through Work Capability**

Based on the study results, it was found that time management has a significant effect on performance through work capability; this means that the State Civil Apparatus will perform well and have good time management and is supported by good work skills. This can be seen from the results of the path analysis in Table 4. Based on the research results, it is proven that the time management indicator has a high answer/score from the respondents' answers. This indicates that the state civil apparatus and agencies, in general, have set targets or made work plans, which are to be carried out, divided into short-term and long-term goals. This is stated in the work plan and achievements carried out by the Community and Village Empowerment Office of South Sulawesi Province. After the goals are set, then determine the time to be divided into each of these goals. This includes work plans for daily goals as well as long-term goals. This is by the theory put forward by Douglass in Timpe (2002), explaining that most of us don't think about goals. We react or respond to pressure from other people or circumstances. If you want to control the time in your own life, then you must set goals. Other people can't do it for you, and because we tend to find what we're looking for, it's essential to set the right personal goals (Aswar 2021; Nurjayanti 2021).

The Department of Community and Village Empowerment of South Sulawesi Province always determines priorities in a job to foster the responsibility of its employees for the work. They are doing so that the work carried out is also always carried out with time efficiency and with the targets that have been set can be carried out correctly.

## **6. Conclusion**

Based on the results of the analysis and discussion that has been started, the following conclusions can be drawn: Organizational Culture has a significant effect on work capability, meaning that the better the Organizational Culture owned by ASN, the work capability will also increase; Time management has a significant effect on work capability, meaning that the better time management applied by ASN, the more work capability will also increase; Organizational Culture has a significant effect on ASN performance, meaning that the better the Organizational Culture owned by ASN, the performance will also increase; Time management has a significant effect on ASN performance, meaning that the better time management applied by ASN, the ASN performance will also increase; Work capability has a significant effect on ASN performance, meaning that the better the work capability applied by ASN, the ASN performance will also increase; Organizational culture has a significant effect on performance through work capabilities; this means that the State Civil Apparatus will perform well and have an excellent organizational culture supported by good work skills; Time management has a significant effect on performance through work capabilities; it can be concluded that the State Civil Apparatus will perform well and have good time management and is supported by good work skills.

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