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## THE MODEL OF INTELLECTUAL CAPITAL AND PERFORMANCE

Bahtiar Bahtiar<sup>1</sup>, Yudi Yulius<sup>2</sup>, Anoesyirwan Moeins<sup>3</sup>

<sup>1</sup>Universitas Persada Indoensia Y.A.I. Jakarta. Indonesia, [bahtiar@gmail.com](mailto:bahtiar@gmail.com)

<sup>2</sup>Universitas Persada Indoensia Y.A.I. Jakarta. Indonesia, [yudi.yulius@gmail.com](mailto:yudi.yulius@gmail.com)

<sup>3</sup>Universitas Persada Indoensia Y.A.I. Jakarta. Indonesia, [anoesyirwan.moeins@gmail.com](mailto:anoesyirwan.moeins@gmail.com)

**Corresponding Author: Bahtiar Bahtiar**

**Abstract:** This research focused on higher of job rejection result and low of coordination among unit in problem solving of all the projects which is tend to decline of employee's performance. The main issues discussed in this research is factors influence it, namely human procurement, development and intellectual capital. The research aims to analyze, describe and test the impact of human procurement, development on intellectual capital and its implication on employee's performance at PT. Garuda Indonesia. The research used was descriptive and explanatory survey method, so the research attempts to collect, present, analyze, and test hypotheses, to make a conclusion were used Structural Equation Model (SEM) approach. The design of study is a survey research, the unit analysis selected were core knowledge worker with a sample size of 303 from 1245 employees, based on Slovin's formula. The results indicated that human procurement, development have a simultaneously positive and significant effect on intellectual capital, and human procurement, development is either partially or simultaneously have a positive and significant effect on employee's performance level through intellectual capital. The findings are: (1) human procurement indicates low contribution on either intellectual capital or employee's performance, the highest score of human procurement dimension is selection and the lowest is recruitment dimension. 2) human development indicates low contribution on either intellectual capital or employee's performance, the highest score of human development dimension is education and the lowest is training dimension (3) intellectual capital indicates moderate scores on employee's performance level, the highest score of intellectual capital dimension is social capital and the lowest is structure capital dimension. (4) the highest score size of employee's performance dimension based on employees perception is goal and the lowest is motive dimension.

**Keyword:** Human Procurement, Development, Intellectual Capital and Performance.

## INTRODUCTION

The utilizing of high technology and safety level among transportations nowadays is air transportation. In world flight recently needs two aspects namely tools and human resources. The most important aspect of both is human resources, because without them, the equipment or tools are useless operated. Many companies have recently capabilities to operate advance technology in running their business, but just a few of companies could bring into reality by utilizing technology in an optimal fashion, one of its causal factors is

lack available of human resources capabilities in mastering technology. The achievement of any companies in business world lie recently with their quality of human resources.

Therefore, organizations should have a capability to recruit, select and replace also to manage human resources correctly. According to (Sutanto & Kurniawan, 2016) “ Recruitment is one of organization activities by purpose to identify and to get potential employee. Human procurement as a human resource management function is one of the activities that impact critically on the performance of an organization. While it is understood and accepted that poor procurement decisions continue to affect employee performance which in turn affects organizational performance and limits goal achievement.

The organization would have a successful, if it has human resources with characteristic as: valuable, rare, has no perfect imitation, un substitutable by any other resource by the competitors, and it will be a sustaining competitive advantage for organization (Chandrasekhar, Gupta, & Nanda, 2019). The study conducted by LBA Consulting Group for 25 years toward the success and failure of some organizations, research finding indicated, there are six factors should be fulfilled by organization, are: Culture with performance oriented, low of employees turn over, high of employees satisfaction level, good quality of human resources cadres, effectiveness of investment employees selection process and performance with competencies based as a success factor.

Some studies already done with relation to human procurement (recruitment and selection) practices and how it affects employees performance in organizations. (Chmielarz, 2015) point out that there is a positive and significant relationship between human procurement (recruitment and selection) and performance of a firm. (Hotho, Minbaeva, Muratbekova-Touron, & Rabbiosi, 2020) also discovered a positive association between human procurement (recruitment and selection) recruitment and business performance. (Nikolaou, 2021) also reported similar positive results.

Nevertheless, human procurement has already been done for well, yet they still keep a problem in executing their jobs because of still lack competencies so, hence they need to develop their abilities. The possession of competencies by the employees would contribute them to learn and build a supportive business environment and to increase higher productivity of organization. The human resource used significantly as a prime mover to other resources and has a strategic position that crucially contributes to business performance as the competitive advantage, (Suwanto & Subyantoro, 2019). As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness, (Muna, Azam, & Albattat, 2020). Therefore, some organizations propose to optimize employee performance in providing optimal contribution, among others through activates of training and development programmers.

Some research has been extensively proved by some researcher concerning with the effect of employee development on performance in the recent past. (Udin, 2020) examined human resource development on the performance of public sector accountants in Nigeria. (Katunian, 2019), studied the effects of human resource development practices on organizational performance in oil and gas industry in Pakistan, and the others (Lloyd-Jones, 2021), (Kareem & Mijbas, 2019), and (Mitsakis, 2020) are have already studied it. All the researchers have already proved that human resource development have a positive and significant impact on employee’s performance which have an implication to the organization performance.

In global business environment recently, Intellectual Capital (IC) has been viewed as a significant subject for either academicians or practitioners. Hence, IC became a major factor for an organization for achieving productivity, efficiency, and success (Yusliza et al., 2020). In this respect, intellectual capital refers to the integration of each intangible knowledge

resources, including individual and organizational knowledge and capabilities and which leads organizational competitive advantage (Nguyen & Doan, 2020).

At a glance, substantial studies were executed on intellectual capital and its implications on either employee or organization performance were widely covered and obviously, as (Malik et al., 2020) showed: There are significant relationships between dimensions of IC (human capital, social capital and relation capital) with productivity of Guilan Province. (Lo, Wang, & Chen, 2020) indicated: IC has a positive and significant relationship with the performance of business organizations in Nigeria. (Bellucci, Marzi, Orlando, & Ciampi, 2021) found, three types of IC together are associated with increased business performance of Algerian firm. (Huang & Huang, 2020) indicated: A significantly interactive influence of IC upon the organizational performance of Taiwan-listed info-electronics companies.

Not all of IC components have significant effect on performance. (Widiatmoko, Indarti, & Pamungkas, 2020) concluded: IC components,(relation capital and human capital were having more powerful effect on performance than other variables. (Hatamizadeh, Ahmadi, Vameghi, & Hosseini, 2020) concluded: Organizational IC directly and positive related to the competitiveness level and the overall performance.

Based on finding results of former researchers mentioned above, the researcher try to make a research study at Garuda Indonesian where it is recently faced some phenomenon problem, as : high turnover, late of time delivery product to customers, high rejected product (components), unsmooth work coordination among functions at internal organization.

The purpose of this study is to analysis human procurement and development impact on intellectual capital and Its Implication on Employees Performance at GA.

## LITERATURE REVIEW

### Human Procurement

Human resources procurement is the first operational activities of human resources management which has a relationship activity with processing to get the right people, place and right job. According to (Sholihah, 2021) that procurement is the process of getting employees through recruiting, selecting, placing and orienting that comply with organization requirement ( the right man in the right place). Procurement is the process of recruiting, selecting, placing and orienting to get the best peoples which could fulfill organization goal (Saengchai, Jermisittiparsert, & Joemsittiprasert, 2020), and The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (recruiting and selection) (Madiistriyatno, 2021). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford.

Thus, the overall aim of human procurement( recruitment and selection ) within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Bandiyono & Saifuridzal, 2019). Actually, the main purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Babaita, Rafiu, & Aremu, 2020).

In spite of many distinction definition of human procurement from experts, however it could be concluded that it is an activity to get the best candidates either quantity or quality as required through recruiting, selection, orientation and replacement process in order to achieve an organization objective effectively and efficiently

### **Development (Training and Education)**

According to (van Song, Hanh, Cuc, & Tiep, 2020), human resource development in organizational context is a process by which the employees of an organization are aided in planning a way to obtain or hone capabilities required to perform various functions associated with their present or expected functional roles; develop their general capabilities as individuals and discover and exploit their own inherent potentials for their own, and, or organizational development processes; develop an organizational culture in which supervisor-subordinate relationship is positive or strong; teamwork and collaborations among sub-units are strong and contribute to the professional well-being, motivation and the pride of employees. (Chapman, Sisk, Schatten, & Miles, 2018) clearly stated in his book that organizations could benefit from development through winning the “heart and minds of” their employees to get them to identify with the organization, to exert themselves more on its behalf and to remain with the organization.

The purpose of human development activities are to minimize loss of performance, improve productivity and flexibility of labors, raise employees commitment, and reducing turn over and absent (Ainslie & Huffman, 2019). Human development is one of management plan effort to improve employees competency and organization performance through training and education, also career development program (Akoi & Yesiltas, 2020).

Training is imparting a specific skill to do a particular job while education deals with general enhancement and growth of individual skill and abilities through conscious and unconscious learning, (Dirani et al., 2020) emphasizes that training focuses on present jobs while education prepares employees for possible future jobs. Moreover the purpose of training is to improve employees capabilities, to reduce time study for new employees, to solve operational problem, to prepare employees promotion, to provide employees orientation closely with organization (Rigby & Ryan, 2018).

### **Intellectual Capital**

A lot of organizations lean recently with intangible asset as a sustainable competitive advantage in running its business. IC is the most important organizational asset for all organizations, whether private or public, profitable or non-profitable organizations. It can also be concluded that all organizations whatever of their business, they should measure, evaluate, manage and develop their IC, in order to have a sustain for long term survive. (Kianto, Ritala, Vanhala, & Hussinki, 2020) defines intellectual capital as an intangible asset that includes technology, customer information, brand name, reputation, an organizational culture which is invaluable for the company's competitive advantage. Intellectual capital is applied experience, organizational technology, customer relationships, and skills to create competitive advantages.

Intellectual capital is a portfolio of organization resources strategy that it may an organization creating a sustainable values (Fernández-Pérez de la Lastra, Martín-Alcázar, & Sánchez-Gardey, 2020). Intellectual capital represents a collective of knowledge which attributed to the people, organization routine and a relationship of organization (Khalique, Hina, Ramayah, & Shaari, 2020), Intellectual capital occupied as an important resources needed by organization to expand and get a sustainable competitive advantage in business. (Li, Song, Wang, & Li, 2019) Intellectual capital is often interpreted as a knowledge resources of employees, customers, and process commonly used by organization to create organization value added (Soewarno & Tjahjadi, 2020).

The intellectual capital was comprised of three main components, namely human capital; structural capital and relational capital. (Srikalimah et al., 2020) There are four interrelated groups of IC: Human capital, Structural capital, Social capital and Customer capital. The subsequent studies argued that human capital could be regarded as the skills,



knowledge, and abilities, employees use to accomplish their work and organizational objectives, and thus, it was suggested that intellectual capital consisted of human, social and organizational capitals (Suseno, Hermina, Ramdhani, & Utari, 2019). (Liu & Jiang, 2020) has described the concept of human intellectual capital by emphasizing four basic attributes of flexibility and adaptability; individual competencies"; "organizational competencies" and "employability".

Human capital could be considered as the skills, knowledge, and abilities, employees use to accomplish their work and organizational objectives, as argued by (Olawaju & Msomi, 2021). In addition (Yudianto, Mulyani, Fahmi, & Winarningsih, 2021), suggested that intellectual capital consisted of human, social and organizational capitals. Based on aforementioned framework, it is described that intellectual capital are consist of human, social and structural or organizational capitals. Hence, human intellectual capital in this study will refer to the knowledge, skills and abilities of the employees.

Despite of many distinction definition of intellectual capital issued by experts, but it could be concluded that intellectual capital is one of most important intangible assets of organization which is represented through a pool of knowledge, skill embodied on employees, customers, organization routine and a relationship of organization, which have a capability to create: efficient, value added, profit and provides a competitive age for organization.

### **Performance**

Many researchers focused on productivity of workers highlighted, the fact proved that employees who keep the appropriate job will deliver job result on time and higher job performance, and thus supreme job retention, than those who are not satisfied with their jobs. Moreover, it will make the employees demotivation to provide high performance and it is more likely to turnover. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets (Mira, Choong, & Thim, 2019). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better human procurement and development programs.

According to (Paais & Pattiruhu, 2020) Performance is the result of jobs that provides a strong relationship with goal strategy of organization, customer satisfaction, and giving of economic contribution. (Sutia, Riadi, & Fahlevi, 2020) stated that Performance is value of employee's behavior that provides contribution, either positive or negative to achieve organization objectives. Meanwhile, (Ayu Putu Widani Sugianingrat et al., 2019) expressed that Performance is a way to ascertain that individual or group know what demand expected from him or them, and they focus on effective performance by keeping eyes on : objective, dimension, and appraisal. (Ratna Pudyarningsih, Dwiharto, & Ghifary, 2020) told that Performance is the outcome of job which is related to the organization goal, like: quality, efficiency and effectivity.

The purpose of establish performance is to achieve effectivity of organization goal, where it must be : occupied important, clear, able to be measured and fixed with time, special recorded, in line with organization strategy, supported by reward (Sabuhari, Sudiro, Irawanto, & Rahayu, 2020). Performance has seven indicators, namely: Facilities, Competency, Opportunity, Standard, Feedback, Motive, and Objective. Both of seven indicators, motive and objective are more important. Performance is determined by objective and to achieve it, necessary a motive, without it impossible to bring into reality (Wolor, Kurnianti, Zahra, & Martono, 2020).

### **RESEARCH METHOD**

This research used a questionnaire survey to collect data and analysis the association between Human Procurement and Development on Intellectual Capital and Its Implication on Employees Performance. The sample size minimum level was determined as 303 employees from 1245 employees core knowledge worker, based on Slovin formula. From 315 questionnaires were distributed among respondents with convenient sampling and 302 questionnaires were returned. In processing and analyzing data used a Structural Equation Modeling (SEM) with a helping AMOS 20.00, and SPSS Software.

## RESULT AND DISCUSSION

### Result

The result indicates that path coefficient value ( $R^2$ ) is 0.287 >0, therefore human procurement and development have simultaneously impact on intellectual capital, where the value of variable impact is 28 %.

This finding result is the same as Chao Ying Lee (2012) executed at Australia Biotechnology Industries reveals that the human procurement components (recruitment and selection) have a significant effect (standard beta=.237,  $p < .01$ ) on intellectual capital organization level (human, structure and social capital), and that human resources components (training & development) has a significantly effect (standard beta= .240,  $p < .01$ ) on intellectual capital (human, structure and social capital).

The result indicates that path coefficient value ( $\gamma_1$ ) is 0.358 with p-value < 0.05, therefore path coefficient significant and hypothesis accepted, it means that human procurement has direct impact on intellectual capital with coefficient value is 0,358 or 12,81 %. This finding result is the same as (Twalib & Kariuki, 2016) carried out at Telkom institute of training and education center declared that there are a significant relation between human procurement (recruitment and selection) and intellectual capital with F score ( 33,034.) > F table (3,29).

The result indicates that path coefficient value ( $\gamma_1$ ) is 0.307 with p-value < 0.05, therefore path coefficient significant and hypothesis accepted, it means that human development has direct impact on intellectual capital with coefficient value is 0,307 or 9.42%

The result indicates that path coefficient value ( $R^2$ ) is 0.432 >0, therefore human procurement and development have simultaneously impact on employee performance through intellectual, where variable impact value is 43,2 %.

The result indicates that path coefficient value ( $\gamma_1$ ) is 0.167 with p-value < 0.05, therefore path coefficient significant and hypothesis accepted, it means that human procurement has direct impact on employee performance with coefficient value is 0,167 or 2.78 %.

The result indicates that path coefficient value ( $\gamma_1$ ) is 0.211 with p-value < 0.05, therefore path coefficient significant and hypothesis accepted, it means that human development has direct impact on employee performance with coefficient value is 0,211 or 4.45 %.

The result indicates that path coefficient value ( $\gamma_1$ ) is 0.443 with p-value < 0.05, therefore path coefficient significant and hypothesis accepted, it means that intellectual capital has direct impact on employee performance with coefficient value is 0,443 or 19. 62 %.

### Discussion

Based on the results of the previous review, there are three kinds of variable used to improve employee performance as described in the related work section, namely, human procurement, human development and intellectual capital, where all variables have a positive and significant impact either direct or indirect on employee's performance. From the result of

data processing on human procurement and human development have positive direct impact on employee performance with value: 2,78 % and 4.45 % (very low), meanwhile indirect impact on employee performance through intellectual capital have value: 43,3 % means bigger than others.

Meanwhile human procurement executed by company, according to employee's perception are dissatisfaction which is proved with score value: 67, 91 %, from minimum standard 70 % and has a profile low. It means recruiting, selection and placement new employees are not in line with job qualification or requirement. For human development executed by company, according to employee's perception are quite satisfaction which is proved with score value: 70,83 %, and has a profile high. It means that all employees agree with human development program because will improve either employees or company productivity. For intellectual capital (human, structure and social capital), employees have a good response which is proved score value 72,29 % and has a profile high. It means that the existences of system and procedure, internal networking and human have capabilities to finish and problem solving of work but it needs improvement. For employee performance which is precepted by employee dissatisfaction with score value 65,81 % and have a profile low. It means that the achievement of job target did not agree with plan.

## CONCLUSION

As long as human procurement and development also intellectual capital as an important activity for organization to improve employees or organizational performance, they should be kept maintain up date as requirement till, organization could fulfil customer and market demand in order to achieve target as organization plan. They will also become a sustainable competitive advantage for progress business.

GA management should have a transparent and selective human procurement system which is oriented to the job qualification required and right placement agree with their skill. To apply human development system which is needed by employees to increase their skill and improve job productivity and could solve their job problem. GA management should also issue a flexibility of system and procedure which provided for either internal or external in order to accelerate services. GA management should have a better reward and *career path system* for employees as reference to improve their motivation and performance.

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