

**The Impact of Improving Human Relations on Personnel Performance:
The Role of Intellectual Capital Mediation****Rebekka Artauli Lumbantobing^{1*}, Corry Yohana¹, Ari Saptono¹**¹Universitas Negeri Jakarta

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***Email:** RebekkaArtauliLumbantobing_9917921024@mhs.unj.ac.id**ABSTRACT**

The readiness of Polri personnel in carrying out financial administration management can be shown from the work efforts of personnel who are able to show the results of personnel performance in quantity, quality and have the responsiveness of financial services. The population of this research is the Republic of Indonesia Police and ASN personnel related to financial services at Polda Palangkaraya, Central Kalimantan totaling 130 people. Data analysis in this research is using path analysis method. Intellectual Capital mediates the positive and significant influence of Human Relations on Personnel Performance. Efforts to increase intellectual capital, then the implementation of financial management through financial function services as well as carrying out the task of preparing financial administration in a transparent and accountable.

Keyword: Human Relations, Intellectual Capital, and Personnel Performance.

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INTRODUCTION

The performance of the Indonesian National Police (Polri) personnel is required to be able to manage in a professional, transparent, accountable and modern manner all Polri resources to support the operational duties of the Polri. The smooth running of the duties and functions of the Police organization is not only seen from the efforts of Polri personnel in carrying out state duties externally tactically, but internally Polri personnel based on the scope of the organization can carry out financial management by supporting financial function services which include financing, control, bookkeeping, accounting and verification, as well as reporting financial accountability and assisting the National Police Chief/Kapolda in carrying out the function of fostering financial administration management within the Police environment.

The readiness of Polri personnel to carry out financial administration management can be shown from the work efforts of personnel who are able to show results of personnel performance in terms of quantity, quality and responsiveness to financial services. The problem of personnel performance is less than optimal. Gap in personnel performance phenomenon due to: (1) lack of Quick Response (speed of action)(Sarwani, 2019), (2) there are still many Polri members who commit violations, both violations of discipline, code of ethics, and criminal acts(Aziz et al., 2021), (3) the limited quantity of personnel with a trend of budgeting patterns of people per day (OH) results in each personnel only being able to get a budget for carrying out activities once a day even though the activities are more than one(Aziz, 2020), however, the budgeting pattern of people per day (OH) has been increased to people per activity (OG) so that personnel performance demands more concrete action in terms of quantity and quality.

Based on the Kapolri Regulation Number 06 of 2015 concerning Compilation of Performance Determinations within the Republic of Indonesia National Police, explains that Polri personnel in carrying out their duties are based on performance agreements which become commitments to performance statements/personnel performance agreements between superiors and subordinates to realize certain performance targets based on available resources managed according to their responsibilities and authorities within the organization. Reasons for selecting the performance of personnel, because the performance of Polri personnel is the result of the work of personnel in quantity and quality based on work standards and work targets that have been determined in advance and agreed with the leadership so that Polri personnel are able to demonstrate success in carrying out their main tasks to achieve the goals set within the organization. Therefore, the performance of Polri personnel in the Finance Sector is demonstrated by the personnel's work efforts in implementing the management of the financial sector through serving the financial function and carrying out tasks in preparing financial administration in a transparent and accountable manner.

The performance of personnel in the Finance Sector of the National Police is related to the working unit due to it is in accordance with the work procedures of the Finance Sector is a supporting element in the field of financial development at the Polda level which is under the Kapolda (Head of Polda). This working procedure implies the existence of human relations in carrying out Polri activities which can be carried out in a planned, patterned and integrated manner. However, there is a gap in the phenomenon of human relations in the lack of communication and coordination at work, weak control systems, and discrepancies

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between orders intended by superiors and those carried out and understood by police officers in the field. (Utama et al., 2020). The reason for choosing human relations is because human relations within the Polri environment is related to interaction and communication in a work unit activity that is integrated within the organization and is related to achieving organizational goals and objectives. Human relations relates to all personnel to create harmony and assist in solving problems that occur within the organization.

The demands of the dynamics of police administration must be anticipated by all Polri personnel in supporting changes in organizational adaptation through the development of the intellectual capital of Polri personnel. The reason for choosing intellectual capital as a mediator is because the intellectual capital of Polri personnel is the knowledge and expertise possessed by personnel in facing organizational challenges from the dynamics of carrying out the duties and functions of the Police which are changing rapidly due to changes in the use of information technology. This shows that the intellectual capital possessed by personnel is able to support the main tasks so that there is a relationship between human relations and personnel performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Relations

Human relations is a harmonious relationship, created on awareness and willingness to merge individual desires for the sake of the integration of common interests (Hasibuan, 2019). The principles of Human Relations in an institution or an agency put forward by Ruslan (2016) that: (1) Importance of Individual (2) Mutual acceptance, (3) High moral standards, (4) Common interests, (5) Open communication, (6) Participation Involve participation in expressing opinions, ideas and brainstorming for all levels of management to achieve common goals. This shows that human relations is related to interaction and communication in a work unit activity that is integrated within the organizational structure and is related to achieving organizational goals and objectives which are supported by informality in work relations, mutual acceptance, and communication openness. Informality in work relations is a work relationship that exists between employees outside the work environment that does not differentiate between superiors and subordinates. Mutual acceptance is an attitude of mutual acceptance and understanding between members of the main tasks carried out by these members. Open communication is an effort to provide information to internal and external members of the organization to support the achievement of goals and objectives to be achieved by members of the organization.

The influence of human relations on performance is shown by the existence of human relations and organizational performance in various factors related to aspects of employee performance (Sankar & Jeyakumaran, 2019), The application of human relations is empirically proven to be able to improve employee performance because the impact provided by human relations is to make employees more communicative to colleagues and leaders (Hartati, 2020). This shows that human relations has a positive and significant effect on employee performance (Liawati, 2020; Siregar et al., 2020).

Intellectual Capital

Intellectual Capital (Intellectual Capital) as a very important factor in the development of institutions or companies. Where the development and increase in intellectual capital can affect employee performance, so that employee performance can also

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affect the development of institutional or company performance (Hidayat & Azzahra, 2019). Intellectual capital is the knowledge and abilities possessed by a social collectivity, such as an intellectual community organization, or professional practice, and intellectual capital represents a resource of high value and the ability to act on knowledge. (Moeheriono, 2020). Rahmah & Nanda (2019) in general, IC is divided into several categories, including IC components related to employee knowledge (human capital), knowledge related to customers (customer capital or relational capital), and knowledge related only to the company (structural or organizational capital). This shows Intellectual Capital is the knowledge and expertise possessed by members of the organization in carrying out their main tasks due to adaptation to changes in information technology supported by knowledge, abilities, and Structural Capital. Knowledge is an understanding of the facts of truth obtained from learning and experience. Ability (ability) is the capacity of individuals in carrying out basic tasks so as to achieve the required work results in the organization. Structural Capital is the intellectual capital of all members of the organization in supporting the organization's work plan in order to achieve the goals and objectives of the organization.

The influence of Intellectual capital on performance is expressed by Atkočiūnienė & Praspaliauskytė (2018), Hidayat & Azzahra (2019) that Intellectual capital has a positive and significant effect on performance, however (Carolina et al., 2019) using performance as a mediating variable.

Personnel Performance

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or predetermined criteria. (Seng & Arumugam, 2017). Wibowo (2018) suggested performance measures for individuals related to accountability and specified in the criteria of quantity, quality, productivity, timeliness, and cost effectiveness. Performance is the behavior on how a target is achieved (behavior about how the target is achieved) (Armstrong & Taylor, 2020). This shows that the performance of personnel is the work of personnel based on work standards and work targets that have been determined in advance and agreed upon with the leadership so that personnel are able to demonstrate success in carrying out basic tasks to achieve the goals set within the organization as indicated by the quantity of work, quality of work, and Timeliness. The quantity of work is the result of work achieved by personnel in accordance with the main tasks that are their responsibility. Quality of work is the result of work achieved by personnel in accordance with work standards. Timeliness is the result of work achieved by personnel in accordance with the completion time of the previously determined work plan.

RESEARCH METHODOLOGY**Population, Sample, and Data Collection Methods**

The study population consisted of 130 Polri and ASN personnel related to financial services at the Palangkaraya Regional Police, Central Kalimantan. The side technique uses a saturated or census sample so that the entire population is sampled. To capture data using a questionnaire tool.

Data analysis technique

Data analysis using path analysis method. The purpose of this research is to analyze the influence directly (direct) and indirectly (indirect).

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RESULT AND DISCUSSION

Research result

1. Test Data Quality

The results of calculating the validity coefficient of all research questionnaire items on the Human Relations, Intellectual Capital, and Personnel Performance variables were greater than the rtable of 0.176 which were declared valid so that research indicators could be used as data collection tools to measure the variables. Reliability testing with criteria if rcount < 0.70 means unreliable and if rcount > 0.70 means reliable.

Table 1. HResult Instrument Validity

HR	Corrected Item-Total Correlation HR count	IC	Corrected Item-Total Correlation rcount IC	KP	Corrected Item-Total Correlation calculate KP	Decision rcount > rtable 0.176
HR1	0.869	IC1	0.899	KP1	0.847	Valid
HR2	0.902	IC2	0.901	KP2	0.919	Valid
HR3	0.881	IC3	0.904	KP3	0.932	Valid
HR4	0.894	IC4	0.898	KP4	0.932	Valid
HR5	0.907	IC5	0.782	KP5	0.931	Valid
HR6	0.927	IC6	0.882	KP6	0.908	Valid
HR7	0.917	IC7	0.920	KP7	0.741	Valid
HR8	0.872	IC8	0.901	KP8	0.828	Valid
HR9	0.883	IC9	0.915	KP9	0.804	Valid

Source: Processed from research results

Table 2. Reliability Test Results

Reliability Statistics				
Variable	N of Items	Cronbach's Alpha	cut off	Decision
Human Relations (X1)	9	0.976	0.70	Reliable
Intellectual Capital (X2)	9	0.975	0.70	Reliable
Performance Personnel (Y)	9	0.968	0.70	Reliable

Source: Processed from research results

The results of the reliability test showed that the value of Cronbach's Alpha for all variables was greater than the value of 0.70. Therefore, it can be concluded that all the questionnaires in this study were reliable or consistent in measuring each variable, so that they could be used as research instruments.

2. Measurement of the Influence of Human Relations on Personnel Performance

Measurement of the Influence of Human Relations on Personnel Performance is shown in the table below.

Table 3. The Effect of Human Relations on Personnel Performance

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,277	,912		3,594	,000

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Human Relations	,308	.058	,330	5,321	,000
Intellectual Capital	,617	.059	,650	10,471	,000

a. Dependent Variable: Personnel Performance

Source: Processed from research results

The results of measuring the correlation coefficient show the relationship between Human Relations and Personnel Performance reaching 0.330.

3. Measurement of the Influence of Human Relations on Personnel Performance is mediated by Intellectual Capital

The results of measuring the influence of Human Relations on Personnel Performance mediated by Intellectual Capital are the equations in structure 1 and structure 2 below.

$$Y = \beta YX_1 + e_1 \dots\dots\dots \text{Structure 1}$$

$$Y = 0.953X_1 + 0.302e_1$$

$$Y = \beta YX_1 + \beta YX_2 + e_2 \dots\dots\dots \text{Structure 2}$$

$$Y = 0.330X_1 + 0.650X_2 + 0.274e_2$$

The results of the path coefficients of structure 1 and structure 2 can be described as a whole which describes the causal relationship between variables X1 to Y mediated X2 in the following path diagram:

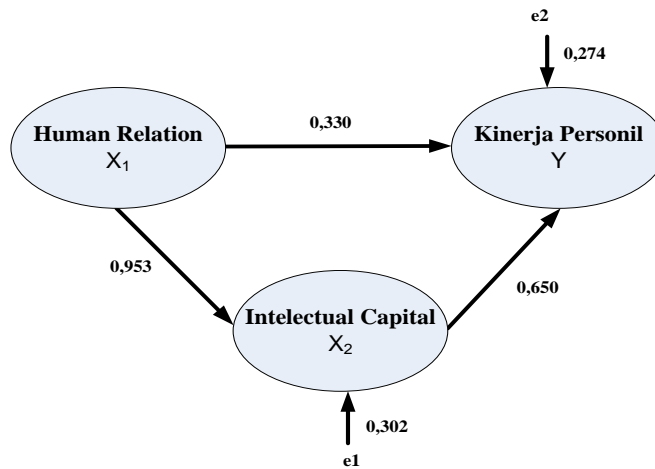


Figure 1. The structure of the Path Diagram Model

Next, the results of direct and indirect influence calculations are summarized intable below.

Table 4. Percentage of Direct and Indirect Effects Between Variables

Variable Influence	Path Coefficient	Causal Influence		
		Live	Indirect Through X2	Total
Structure I				
X1 → X2	0.953	90.82%	-	90.82%

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Structure II			
X1 → Y	0.330	10.89%	20.44%

Source: processed Results of Data Processing

4. Research Hypothesis Testing

The results of the calculation of direct and indirect effects are summarized as in the following table:

Table 5. Direct and Indirect Effects Between Variables Percentage

Research Hypothesis		tcount ≥ 1,960	p-values ≤ 0.05	Sobel test (5%) = 1.96	Criteria	Total Effects	Conclusion
H1	X1 → Y	5,321	0.000	-	Significant	10.89%	H1 is accepted There is a positive and significant influence of Human Relations on Personnel Performance
H2	X1 → X2 → Y	-	-	4.31 > 1.96	Significant	31.33%	H2 is accepted Intellectual Capital mediates the influence of Human Relations on Personnel Performance

DISCUSSION

Direct Effect of Human Relations on Personnel Performance

The research findings show that Personnel Performance as measured by Human Relations has a positive contribution to the level of Personnel Performance. This means that the high and low performance of Personnel is explained by Human Relations. Path coefficient (β) Human Relations has a positive direct effect of 0.330. Furthermore, the magnitude of the positive contribution of the influence of Human Relations directly contributed to Personnel Performance of 10.89%.

The results of hypothesis testing to determine the direct effect of Human Relations on Personnel Performance obtained a sig value of 0.000. It turns out that the value of sig 0.000 < 0.05, then H0 is rejected and H1 is accepted. H1 is accepted, meaning there is influence. Thus it can be concluded that the hypothesis stated there is a positive and significant influence of Human Relations on Personnel Performance acceptable. It shows human relations has a relationship with interaction and communication in a work unit activity that is integrated within the organization and related to the achievement of personnel performance which is supported by informality in work relations, mutual acceptance (mutual acceptance), and communication openness.

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The results of this study are supported by Sankar & Jeyakumaran (2019); Hartati (2020), Liawati (2020); Siregar et al., (2020) which states that human relations has a positive and significant effect on employee performance.

The influence of Human Relations on Personnel Performance is mediated by Intellectual Capital.

The research findings show that Personnel Performance measured from Human Relations through Intellectual Capital has a positive contribution to the level of Personnel Performance with the path coefficient (β) through Intellectual Capital of 31.33%.

The results of hypothesis testing to determine the effect Human Relations on Personnel Performance mediated by Intellectual Capital obtained a sig value of 0.000. It turns out that the value of sigas big $0.000 < 0.05$, then H_0 is rejected and H_2 is accepted. H_2 is accepted, meaning there is influence. Thus it can be concluded that the hypothesis stated There is a positive and significant influence of Human Relations on Personnel Performance mediated by Intellectual Capital acceptable.

These findings show *intellectual capital* Polri personnel are able to mediate efforts to improve Human Relations on Personnel Performance because it shows the knowledge and expertise possessed by personnel in dealing with organizational challenges from the dynamics of carrying out the duties and functions of the Police which are changing rapidly to support the tasks and functions of the Palangka Raya Regional Police organization. This evidence shows the intellectual capital of Polri personnel in carrying out basic tasks related to human relations in the implementation of management of the financial sector through financial function services and carrying out the task of preparing financial administration in a transparent and accountable manner so as to create efforts that can support the Polri organization in improving the performance of personnel in work units Police at Polda Central Kalimantan.

CONCLUSION

Based on the results of the impact of increasing human relations on personnel performance: the role of mediating intellectual capital, the main conclusions are presented as follows: (1) There is a positive and significant influence of Human Relations on Personnel Performance, (2) Intellectual Capital mediates the influence of Human Relations on Personnel Performance. Efforts to improve *intellectual capital*, so, implementing the management of the financial sector through the services of the financial function as well as carrying out the task of preparing financial administration in a transparent and accountable manner.

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