The influence of authority delegation of property assets managementon time management

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Article Info

ABSTRACT

This research aims to determine the extent to which time management can run effectively at PT Pupuk Indonesia (Persero)., achieved after the management implements the good delegation of authority to manage property assets. The research method employed was a census of 55 leaders from PT Pupuk Indonesia Group (all related Senior Vice Presidents and Vice Presidents). The data analysis used in this quantitative research approach is descriptive and causal. Meanwhile, it examines both primary and secondary data as well Data were analyzed using PLS-SEM software. The study's results revealed that authority delegation to manage property assets directly impacts improving time management at PT Pupuk Indonesia (Persero). The direct contribution of delegation of authority in improving time management is quite substantial. The qualitative aspect of delegation of authority directly impacts time management, which also tends to be quantitative.

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Introduction

External environmental factors, both macro and micro in nature, more or less encourage every company to carry out good organizational governance so that they are still able to adapt to any changes that occur, including PT Pupuk Indonesia (Persero). As a State-Owned Enterprise (BUMN), PT Pupuk Indonesia (Persero) has entered a new phase, especially since August 2020, where the Ministry of State-Owned Enterprises as the proxy for Shareholders has given direction and taken new policies related to the position of PT Pupuk Indonesia (Persero) which initially had the status as a strategic holding, then changed to an activist holding.

These changes have had an impact on the role of PT Pupuk Indonesia (Persero) which previously only had the authority to set policies for each subsidiary, then increased through its authority as function organizers. Organizational governance underwent several adjustments in line with these changes, such as the policy of centralization in a number of organizational functions, which include marketing and sales functions, value chain functions, research and development functions, and procurement functions.

The centralization policy is carried out in addition to the purpose of efficiency in operational activities, it is hoped that the company can also focus more on implementing customer-centric (Customer Centric) policies. To make this happen, the Company has signed an agreement involving all of its subsidiaries as an early sign of the start of the process of centralizing the holding function.

PT Pupuk Indonesia (Persero) has 10 subsidiaries engaged in the production of fertilizers and non-fertilizers spread across several regions and cities in Indonesia. The holding structure which also describes the current share ownership in each subsidiary is as shown in Figure 1.
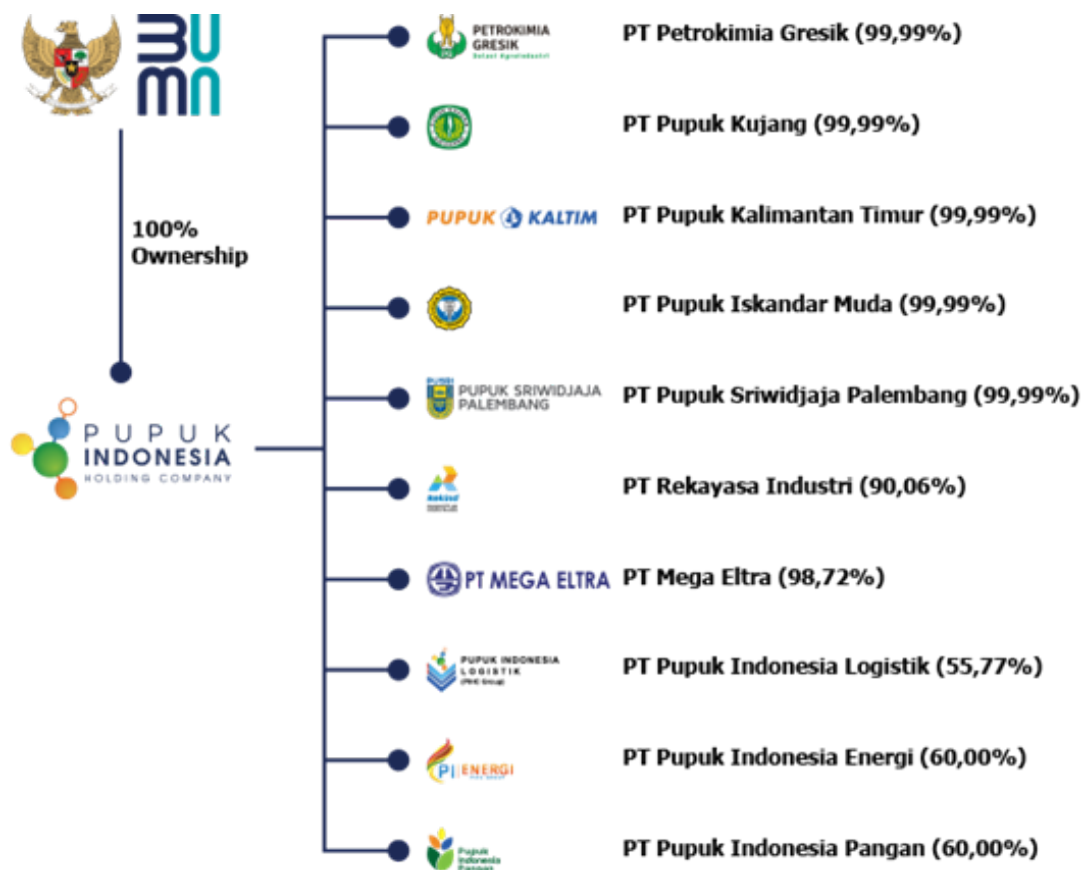

Figure 1. Holding Structure of PT Pupuk Indonesia (Persero)
Source: Data from PT Pupuk Indonesia (Persero)

As an activist holding PT Pupuk Indonesia (Persero) is required to be more active, especially in optimizing every available resource, including property assets in each subsidiary. Management of property assets owned by each subsidiary is also carried out with the aim of optimizing corporate income outside of core income while reducing unnecessary cost structures. The activities are within the scope of responsibility of the Corporate Services & PKBL Compartment.

The function of the Corporate Services & PKBL Compartment within PT Pupuk Indonesia (Persero) is precisely under the coordination of the HR and Governance Directorate which hierarchically oversees 3 (three) Departments, including: Corporate Services Department, PKBL Department and Asset Management Department. One of the work programs of the Corporate Services & PKBL Compartment as stated above is the management of property assets within PT Pupuk Indonesia (Persero) which includes aspects of administration, utilization and optimization which are carried out in coordination with each subsidiary (subsidiaries).

The scope of property asset management at PT Pupuk Indonesia (Persero) includes assets such as land and buildings outside the factory. In practice, the property asset management activities are divided into several categories by considering various characteristics and motivations or reasons for managing the assets owned as follows: (1) Each corporation owns and controls its managed land and buildings, (2) PT Pupuk Indonesia (Persero)'s as majority shareholder in all subsidiaries, each company's internal organizational structure, and legal organs, (3) PT Pupuk Indonesia (Persero) changed from an investment holding to an activist holding, (4) Location of subsidiaries and asset locations spread throughout Indonesia, (5) Capturing business possibilities, boosting cost efficiency, and managing asset management risks need firm agility.

The description related to the procedure for delegation of authority to PT Pupuk Indonesia (Persero), the standard for determining the time in completing the property asset cooperation process, as well as several indicators used to assess the financial performance of a corporation are as follows:

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Table 1. Procedure for delegation of authority at PT Pupuk Indonesia (Persero)

No	Business process	PIC	Time	Percentage
1	Prepare complete KPS application documents (Economic Study, Legal Study, Risk Study, Internal Audit Study and Technical Study)	Anak Perusahaan PT Pupuk Indonesia (Persero)	30	58,82%
2	Send the Property Asset Cooperation KPS application letter to Pupuk Indonesia		2	3,92%
3	Coordinate with subsidiaries regarding document completeness	PT Pupuk Indonesia (Persero) selaku pemegang saham	1	1,96%
4	Review related studies (economic, legal, risk, internal and technical audit)		10	19,61%
5	Preparation of draft KPS for property asset cooperation		3	5,88%
6	Signing of the PPP draft for property asset cooperation		4	7,84%
7	Delivery of KPS cooperation on property assets		1	1,96%
	TOTAL		51	100,00%

Source: research data, processed (2021)

Table 1 shows each stage that must be passed by each process in managing the assets of PT Pupuk Indonesia (Persero), including the determination of the person in charge (PIC) who is given the authority to follow up each process from beginning to end. In addition, it is also important to pay attention to the standardization of fulfillment time for each process, each of which has a time standard that is adjusted to the level of difficulty of each process.

The legal basis for the implementation of the delegation of part of the authority of the organs of the Public Company (Perum) and/or State-Owned Enterprises (BUMN) is the Articles of Association (AD) of each Perum and/or State-Owned Enterprise (BUMN) which has been approved by the Capital Owner. in this case represented by the Minister of State-Owned Enterprises (BUMN) in the General Meeting of Shareholders (GMS). These provisions are regulated in Article 11 paragraph (8) letter b and Article 11 paragraph (10) letter h of the Articles of Association.

Based on the overall time allocation required to complete 1 (one) cycle of property asset management activities, the 51 days required to complete a cycle of property asset management as stated above is considered not to support the aspect of simplifying the bureaucracy which is mostly carried out by various government agencies. , BUMN, and the private sector. As the National Industrial Development Master Plan 2015 – 2035, that the dynamics of a rapidly changing environment requires every organization in any form to be able to adapt for the purpose of maintaining organizational sustainability.

Economic globalization has forced every organization to be able to formulate effective and efficient managerial strategies and practices in order to have the ability to respond quickly to any environmental dynamics. Quick decisions are needed in a global economic situation that is full of changes. For this reason, a speed-based strategy should be considered to be applied (Broekaert et al., 2016).

Flexibility strategy is also very important for every organization(Adams & Blair, 2019). If the speed-based strategy is more aimed at how management can make decisions quickly in dynamic situations, the flexibility strategy describes the organization's ability to respond to any changes that occur in the environment. The response is addressed through ownership structure, professionalism, company goals or also the unique resources it has (König et al., 2013; Pérez-Pérez et al., 2019).

Based on the two expert opinions, it is deemed necessary for PT Pupuk Indonesia (Persero) to review the procedures and cycle time required to complete each property asset management activity. The duration of 51 days is considered too long considering the role of property asset management in supporting organizational performance strengthening is absolutely necessary. Time efficiency is urgent as it has a direct impact on the cost structure. The longer the duration of the activity, the greater the cost required. The organization's inability to manage time will certainly have an impact on overall organizational performance.

PT Pupuk Indonesia (Persero) carries out a lean transformation as a proof of its seriousness to change by eliminating waste and increasing profitability as measured by performance management based on Quality, Cost, Delivery, Safety & Environment, and Morale (Lean Affiliates, 2022).

The findings of the early research conducted internally revealed a number of roadblocks, which were subsequently categorized as QDCSM measures. These metrics include elements of quality, aspects of cost, aspects of delivery, and aspects of morale. The maximum of 51 days has not been met in terms of the level of fulfillment of the standard aim for the amount of time allocated to property asset management. It is possible

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that the inability to meet deadlines is due to the fact that the difficulty degree of managing property assets varies from one situation to another. When the difficulty level is lower, it will be easier to meet the time goals that have been set. On the other hand, the length of time required to complete the task will increase proportionally with the difficulty level.

Table 2. Application for Asset Cooperation Approval

No	Business process	PIC	Time	Percentage
1	Prepare complete KPS application documents (Economic Study, Legal Study, Risk Study, Internal Audit Study and Technical Study)	Anak Perusahaan PT Pupuk Indonesia (Persero)	30	58,82%
2	Send the Property Asset Cooperation KPS application letter to Pupuk Indonesia		2	3,92%
3	Coordinate with subsidiaries regarding document completeness	PT Pupuk Indonesia (Persero) selaku pemegang saham	1	1,96%
4	Review related studies (economic, legal, risk, internal and technical audit)		10	19,61%
5	Preparation of draft KPS for property asset cooperation		3	5,88%
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	TOTAL		51	100,00%

Source: Data from PT Pupuk Indonesia (Persero)

Similar obstacles may also be experienced by other holding companies, both in the same BUMN and private sector. Bureaucracy in organizational governance is one aspect that can have a significant impact on the fulfillment of the completion time of property asset management activities in each subsidiary.

Opportunities to improve corporate financial performance from other income sectors (administration or management of property assets) cannot be optimized even though they have several important assets that should be able to provide added value for the corporation. The discovery of various problems at PT Pupuk Indonesia (Persero), especially those related to the administration or management of the group's property assets, will ultimately have a negative impact on the achievement of financial performance, especially other income originating from the results of the administration of the property assets. The utilization of property assets tends to decline during the period 2016 – 2021, especially since 2019 which shows the total utilization of assets by third parties and related parties. The realization of the total value of income from asset utilization in the 2019 period decreased by 0.71% compared to the previous year's achievement, or in rupiah value decreased from Rp 53.9 billion in 2018 to Rp 53.5 billion in 2019. This performance continued to decline in the 2020 period, where the realization of the total value of income from the utilization of property assets only reached Rp 44.3 billion, or decreased by 17.27% compared to the achievement in the previous period. Financial performance, especially from other income, which did not meet expectations was caused by the failure to achieve the level of fulfillment of the asset management time. This of course also has a negative impact on the company's performance in general. The application for approval of asset cooperation records an average time of 102.33 days spent handling asset cooperation during the period 2019 and 2020. This is not in accordance with the standard for completing activities which should take a maximum of 51 days.

The two unresolved problems caused by property asset management activities at PT Pupuk Indonesia (Persero) are more or less related to the company's bureaucracy in carrying out its organizational governance through the mechanism for handling activities that have been determined by the corporation. It should be suspected that the mechanism for handling property asset management activities is constrained by organizational mechanisms in terms of strategic delegation of authority so that it has an impact on the not yet optimal corporate financial performance from the aspect of other income (property asset management) and the target for time fulfillment has not been achieved.

Bureaucratic problems generally occur in large-scale companies such as State-Owned Enterprises (BUMN). Effective delegation of authority is one of the alternative approaches that can be taken in order to minimize the impact arising from problematic bureaucracy. As one of the state-owned enterprises, PT Pupuk Indonesia (Persero) feels challenged to continuously improve its business performance and seeks to eliminate or reduce problems related to bureaucracy while reducing the negative impacts of these problems.

Previous research on the topic of delegation of authority in business organizations was carried out by Massimo and Marco (2003). According to their findings, there is a complex relationship between the operations and organization of plants, the characteristics of the communication technologies that are

employed, the ownership status of plants, and the product mix of their parent company figures. to a significant degree in the process of determining whether or not authority is given to the plant manager. This study will concentrate on the influence that delegation of authority in the administration of property assets has on time management, which is an area of management that is just as essential as commercial organizations.

With reference to the issues presented above, the mechanism for managing and cooperating property assets becomes an interesting topic to study. Therefore, it is deemed necessary to conduct further research on the topic of delegation of authority to manage property assets at PT Pupuk Indonesia (Persero) and see the implications for the effectiveness of time management.

Method

The object of this research is the delegation of authority and time management. The unit of analysis is all management functions involved in managing property assets at PT Pupuk Indonesia (Persero). This study uses a quantitative approach with census research methods. According to Sekaran and Bougie (2016:102-103), the unit of analysis can be interpreted as the level of aggregation of information and data that has been collected and analyzed. The unit of analysis can be an individual or a combination of pairs or it can be a group or institution, or represent an object. Because the method used in the study is a census, the next population is also defined as the unit of analysis and unit of observation. Based on Sekaran and Bougie (2016: 236), the population is an accumulation of a number of groups of individuals or events, or interesting topics that encourage anyone from any circle to cultivate and research it. In this study, the population is 55 people who are echelon 1 (SVP) or echelon 2 (VP) level officials who are also representatives of each of the five (5) work units in all 11 subsidiaries of PT Pupuk Indonesia (Persero).), who are responsible and involved in the practice of delegating authority to manage property assets, including general work unit and TJSL (Social and Environmental Responsibility), corporate secretary work unit, risk management work unit, SPI work unit (Internal Control Unit), and accounting work unit.

The data collection technique used in this research is through the distribution of questionnaires and interviews (if needed) to obtain primary data, as well as literature study through secondary data. The instrument test was conducted to ensure that the questionnaire used was valid and reliable. Exploration of the collected data will be carried out using descriptive analysis and causality using Microsoft excel (descriptive analysis) and structural equation modeling – partial least squares (causality analysis).

Descriptive analysis was carried out by converting respondents' perceptions from qualitative to quantitative initial data with a range of scores used between 1 - 5 for each item of the questionnaire and 3.39 as the cut off point with the following details:

Table 3. Variable Score Criteria

No	Score Range	Delegation of Authority (X)	Management Time (Y)
1	1.00 - 1.79	Very bad	Very Ineffective
2	1.80 - 2.59	Bad	Ineffective
3	2.60 - 3.39	Enough	Enough
4	3.40 - 4.19	Well	Effective
5	4.20 - 5.00	Very good	Very effective

Source: Data processed by yourself

Meanwhile, the causality analysis was carried out using SEM-PLS, which according to Hair et al. (2012:415-416), SEM-PLS-does not require the data to have a certain distribution (including not having a normal distribution). This tool is a very helpful alternative when it is impossible for researchers to fully satisfy strong assumptions. SEM-PLS processes the collected data through two evaluation mechanisms, namely: the measurement model (outer model) and structural model (inner model).

The measurement model (outer model) is carried out to bring up the value of the validity and reliability of the research model. Reflective indicators can be observed through measurements of convergent validity and discriminant validity which form the latent variables as well as through measurements of composite reliability and Cronbach's alpha against the indicators that make them up (Hartono and Abdillah, 2014).

Meanwhile, the structural model (inner model) is more intended to measure the relationship between latent variables. The measurement of the inner model is carried out by examining the value of the coefficient of determination (R^2) that appears in the dependent latent variable. In addition, predictive relevance (Q^2) and average variance extracted (AVE) tests are also carried out to complete the evaluation of the inner model with

the aim of obtaining predictive modeling results so that the estimation process results can be more stable (Ghozali (2014).

The collection of test models, outputs and PLS-SEM criteria are as follows:

Table 4. Variable Score Criteria

Test Model	Output	Criteria
Outer Model	a. *Convergent Validity* b. *Discriminant Validity* c. *AVE* d. *Composite Reliability*	a. A factor loading value of 0.50 to 0.60 is considered sufficient b. The cross loading correlation with the latent variable must be greater than the correlation with the other latent variables c. AVE value must be greater than 0.50 d. Min value. 0.7 is considered a good composite reliability value
Inner Model	a. R2 for endogenous latent variable b. Q^2 c. GoF	a. R2 : 0.75, 0.50 and 0.25 means the model is considered "strong", "moderate", and "weak" b. Q2 > 0 means that the model is considered to have predictive relevance. If Q2 < 0 it means that the model lacks predictive relevance c. GoF index scores: 0.10, 0.25, and 0.36, meaning that the model is categorized as small, medium and large

Sumber : Hair et al., 2012; Hartono & Abdillah, 2014; Ghozali, 2014

Predictive relevance (Q2) is part of the inner model evaluation process. The formula for measuring Predictive relevance (Q2) is:

$$Q2 = 1 - (1-R^2 1)\ (1-R^2 2)\ \ldots\ldots(1-R^2 p)$$

While the overall fit index in the SEM-PLS can use the Goodness of fit (GoF) index created by Tenenhaus et al. (2004) with the following formula:

$$GoF = \sqrt{AVE \ x \ R^2}$$

Henseler and Sarstedt (2012) cite the formula of Tenenhaus et al. (2004) who have determined the GoF index of 0.1 as a small group, while 0.25 is considered a medium group, and 0.36 is considered a large group.

Various data scales can be processed using SEM-PLS, as well as ordinal scale data which is also used in this study. Several opinions regarding the advantages of SEM-PLS, for example Reinartz et. al. (2009) in Hair et al. (2012:416), who stated that SEM-PLS is superior to other devices where even though the number of samples is relatively small, the SEM-PLS is still able to provide strong statistical capabilities. In general, causality analysis is considered as the main thing in the scientific method. The law of cause and effect always appears in life, and it can be proven when scientific studies are carried out (Sekaran & Bougie, 2016:45).

Results and Discussions

In this section, the results of the discussion on the description and analysis of the data obtained from the results of research on the effect of delegation of authority over property asset management on time management at PT Pupuk Indonesia (Persero) are presented. The data processed in this study is primary data which is the result of filling out questionnaires distributed to 55 respondents. These data are primary data where the analysis is supported by secondary data whose analysis is obtained from the results of a study of the responses submitted by respondents who have filled out questionnaires and several library sources to strengthen and deepen the results of the analysis.

Respondents were dominated by 33 VP-level officials, then 20 SVP-level officials, and the rest were 2 other VP/SVP-level officials totaling 2 people. From the gender aspect, there are 47 male officials, while 8 female officials. From the aspect of educational background, 28 people have S1/D4 educational background, and 27 people have S2/Professional level educational background. Meanwhile, from the aspect of work experience, 30 officials have worked for 11-20 years, then 14 people have worked for over 20 years, 7 people for 6-10 years, and 4 people for the remaining 1-5 years.

The results and discussion present the results of descriptive analysis and causality as well as a discussion of respondents' perceptions of the factors studied. Results of Descriptive Analysis: Delegation of Authority to Manage Property Assets at PT Pupuk Indonesia (Persero)

The measurement of the delegation of authority in this study is composed of three (3) dimensions, namely: (1) strategic authority, (2) administrative authority, and (3) operational authority.

Table 5. Descriptive Analysis of Delegation of Authority

Dimension (Symbol)	Item	Average
Strategic Authority (X1)	X1.1	4.20
	X1.2	4.07
Administrative Authority (X2)	X2.1	3.96
	X2.2	3.93
	X2.3	3.85
	X2.4	4.22
Operational Authority (X3)	X3.1	4.00
	X3.2	4.11
	X3.3	3.91
	X3.4	3.89
Average		**4.01**

Source: research data, processed (2022)

The census produces an average value of 4.01 for the delegation of authority variable. although the average value is greater than the cut-off points of 3.39 and states that the delegation of authority is in the good category. However, there are 6 respondents who rate it bad, and 3 responses rate it very bad very bad. This indicates that PT Pupuk Indonesia (Persero) needs to continue to improve the governance of the delegation of authority so that it can be even better.

Discussion of Descriptive Analysis Results: Delegation of Authority to Manage Property Assets at PT Pupuk Indonesia (Persero)
The delegation of authority in this study consists of three dimensions, namely: strategic authority, administrative authority, and operational authority. These dimensions are built by ten indicators spread over each dimension.

The facts from the research results show that the majority of management gives the greatest attention and places strategic authority as the main focus in implementing the practice of delegation of authority within PT Pupuk Indonesia (Persero). This can be interpreted as a management perspective in encouraging the company as well as providing input regarding how PT Pupuk Indonesia (Persero) determines good organizational governance mechanisms and supports any long-term efforts in realizing the vision, mission and goals of the organization.

The focus of attention on the strategic authority aspect can also be assumed to be the biggest management expectation so that the organization will continue to strive to improve the practice of strategic delegation of authority, especially those related to the management of group assets to those who are given the authority. If this can be done, it is hoped that PT Pupuk Indonesia (Persero) as a company in the fertilizer industry sector can optimize every available resource so that it can provide alternative income other than being obtained from main income such as the sale of various fertilizer products, etc.

The results of the study also show that in addition to setting the mechanism for the delegation of authority, which is strategic in nature. PT Pupuk Indonesia (Persero) is also expected to be able to carry out the practice of delegation of authority which is administrative in nature. Administrative authority is general and inherent in all functions contained in every organization that involves human resources from various levels from the lowest level to top management. The delegation of administrative authority which in practice runs ineffective by itself will create unnecessary burdens that must be borne by the organization. The majority of management also wants the delegation of administrative authority that is wider but still effective, especially for the authority related to the preparation of budget allocations.

After the delegation of administrative authority is carried out effectively, the next effort is how PT Pupuk Indonesia (Persero) is able to increase the role of its resources in order to provide maximum contribution in maintaining the continuity of the organization's operations. Delegation of operational authority is expected to run effectively in order to have a positive impact on increasing business productivity. Operations can be called the heart of the organization, regardless of whether the organization is profit-oriented or not. One of the delegations of operational authority that is expected to be carried out more effectively is especially related to

the authority in preparing scheduling. However, the quality of scheduling will have a significant impact on the effectiveness of the organization's operations. Descriptive Analysis Results: Time Management at PT Pupuk Indonesia (Persero). The measurement of time management variables in this study is composed of three (3) dimensions, namely: (1) awareness, (2) regulation, and (3) adaptation.

Table 5. Descriptive Analysis of Delegation of Authority

Dimension (Symbol)	Item	Average
Awareness (Y2.1)	X1.1	3.85
	X1.2	3.93
Arrangement (Y2.2)	X2.1	4.00
	X2.2	3.98
	X2.3	3.93
	X2.4	4.00
Adaptation (Y2.3)	X3.1	3.95
	X3.2	3.91
	X3.4	3.98
	Average	**3.95**

Source: research data, processed (2022)

The census yielded a mean score of 3.95 for the time management variable. although the average value is greater than the cut-off point of 3.39 and states that time management is in the effective category. However, there were 14 responses that judged it to be ineffective. This indicates that a small part of the management considers that PT Pupuk Indonesia (Persero) needs to continue to improve its ability to manage time.

Discussion of Descriptive Analysis Results: Time Management of Property Asset Management at PT Pupuk Indonesia (Persero)
This study is also aimed at looking at the relationship between the practice of delegating the authority to manage property assets of PT Pupuk Indonesia (Persero) to time management. The census results show the belief of the majority of management, that regulation is the most important dimension in time management. Setting goals and tasks is a top priority so that time management can run effectively. In relation to property asset management, PT Pupuk Indonesia (Persero) is required to continue to improve its capabilities, especially in managing time, so that property assets owned can be utilized optimally, and are able to make them as an alternative for organizations in increasing new sources of income other than The main income is from the sale of fertilizers and non-fertilizers.

Another important thing that is also considered important by the majority of management is the extent to which PT Pupuk Indonesia (Persero) is able to adapt to the current environmental changes. Adaptability is expected to encourage organizations to optimize their abilities, especially in managing time so that they can provide added value to the organization. After the ability to manage and adapt to the environment is running effectively, it is also necessary to carry out activities aimed at raising awareness of the importance of the organization to have the ability to manage time effectively so that organizational governance can run even better.

Overall, most of the management believes that the delegation of authority related to the effective management of property assets will encourage the organization to manage time effectively. Thus, property asset management will run well and potentially increase opportunities to improve overall organizational performance.

Result of Causality Analysis (Outer Model): Delegation of Authority and Time Management
Convergent Validity
The measurement model in this study uses a reflective relationship approach where every relationship between each indicator and the latent variable it measures produces a factor loading or convergent validity value. Factor loading values in the range of 0.50 – 0.60 are considered adequate (Hair et al., 2012).

Delegation of Authority
Figure 3 below shows the relationship between the delegation of authority variable with its dimensions and all items that produce factor loading.
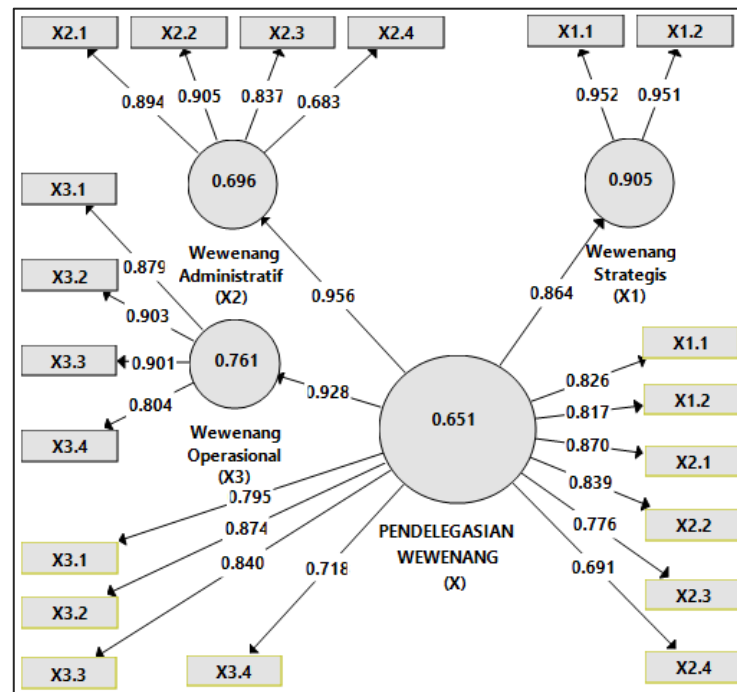
Figure 3. Outer Model: Delegation of Authority
Source: research data, processed (2022)

The relationship between the dimensions of strategic authority and indicators of long-term goals (X1 X1.1) as shown in Figure 3 produces the highest factor loading value, which is 0.952. Thus, long-term goals can be considered as the factor that contributes the most to the implementation of strategic authority practices at PT Pupuk Indonesia (Persero). The results of the analysis of the following model with all measurements of convergent validity are shown in table 6.

Table 6. Factor LoadingDelegation of Authority

Connection	Factor Loading
X1.1 ← X	0.826
X1.2 ← X	0.817
X2.1 ← X	0.870
X2.2 ← X	0.839
X2.3 ← X	0.776
X2.4 ← X	0.691
X3.1 ← X	0.795
X3.2 ← X	0.874
X3.3 ← X	0.840
X3.4 ← X	0.718
X1.1 ← X1	0.952
X1.2 ← X1	0.951
X2.1 ← X2	0.894
X2.2 ← X2	0.905
X2.3 ← X2	0.837
X2.4 ← X2	0.683
X3.1 ← X3	0.879
X3.2 ← X3	0.903
X3.3 ← X3	0.901
X3.4 ← X3	0.804
Average	**0.838**

Source: research data, processed (2022)

Time Management

Figure 4 below shows the relationship of time management variables with dimensions and all items that produce factor loading.
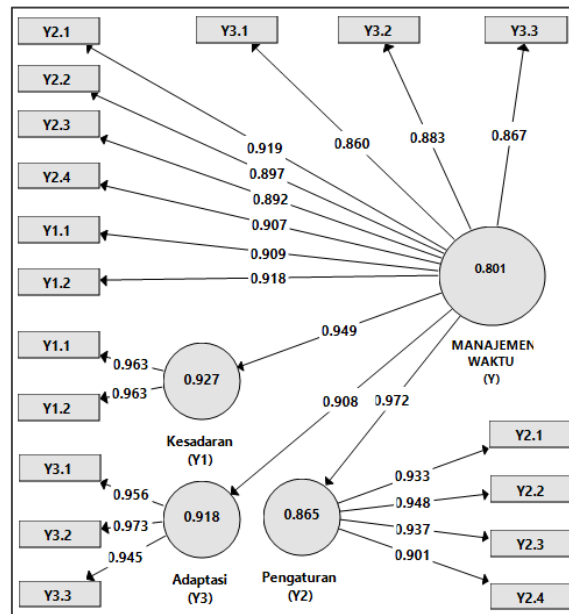

Figure 4. Outer Model: Time Management
Source: research data, processed (2022)

The relationship between the adaptation dimensions and the indicator using the waiting time (Y3 → Y3.2) as shown in Figure 4 produces the highest factor loading value, which is 0.973. Thus, utilizing waiting time can be considered as a factor that contributes the most in supporting the adaptation process in encouraging effective time management in the property asset management process at PT Pupuk Indonesia (Persero). The results of the analysis of the following model with all measurements of convergent validity are shown in table 7.

Table 7. Factor Loading Delegation of Authority

Connection	Factor Loading
Y2.1.1 ← Y2	0.909
Y2.1.2 ← Y2	0.918
Y2.2.1 ← Y2	0.919
Y2.2.2 ← Y2	0.897
Y2.2.3 ← Y2	0.892
Y2.2.4 ← Y2	0.907
Y2.3.1 ← Y2	0.860
Y2.3.2 ← Y2	0.883
Y2.3.3 ← Y2	0.867
Y2.1.1 ← Y2.1	0.963
Y2.1.2 ← Y2.1	0.963
Y2.2.1 ← Y2.2	0.933
Y2.2.2 ← Y2.2	0.948
Y2.2.3 ← Y2.2	0.937
Y2.2.4 ← Y2.2	0.901
Y2.3.1 ← Y2.3	0.956
Y2.3.2 ← Y2.3	0.973
Y2.3.3 ← Y2.3	0.945
Average	**0.958**

Source: research data, processed (2022)

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) an acceptable variable must have a value of at least 0.5 (Hair et al., 2012). The two variables in this study, namely: delegation of authority and time management, will produce an Average Variance Extracted (AVE) value, where the value will be strongly influenced by the composition of each variable and all dimensions and indicators that compose it. Figures 3 and 4 produce Average Variance Extracted (AVE) values for each variable as shown in tables 8 and 9.

Delegation of Authority

The results of the Average variance Extracted (AVE) measurement for the delegation of authority and the dimensions that give rise to it are as follows:

Table 8. Average Variance Extracted (AVE) Delegation of Authority

Connection	AVE
Delegation of Authority (X)	0.651
Strategic Authority (X1)	0.905
Administrative Authority (X2)	0.696
Operational Authority (X3)	0.761
Average	**0.753**

Source: research data, processed (2022)

The average value of the average variance extracted (AVE) for the delegation of authority variable is 0.753, and all AVE values of these variables have exceeded the test criteria (> 0.5) and are considered to have shown the level of representation of each indicator in the variable of delegation of authority. The overall AVE value exceeds the test criteria (> 0.5), thus the model in this study is feasible to be maintained.

Time Management

The results of the Average variance Extracted (AVE) measurement for the time management variable and the dimensions that give rise to it are as follows:

Table 9. Average Variance Extracted (AVE) Time Management

Connection	AVE
Time Management (Y)	0.801
Awareness (Y1)	0.927
Settings (Y2)	0.865
Adaptation (Y3)	0.918
Average	**0.878**

Source: research data, processed (2022)

The average value of average variance extracted (AVE) for the time management variable is 0.878, and all AVE values of these variables have exceeded the test criteria (> 0.5) and are considered to have shown the level of representation of each indicator on the time management variable. The overall AVE value exceeds the test criteria (> 0.5), thus the model in this study is feasible to be maintained.

Composite Reliability (ρc)

According to Fong & Law, (2013); Hair et al., (2014), Composite Reliability test was conducted to determine internal consistency with a minimum value of 0.6. The consistency value of each indicator to measure the construct that must be measured can be seen from how high or low the composite reliability value is. The higher the value, the more consistent the indicator in describing the latent variables/variables it measures. The results of the Composite Reliability measurement for the two variables are as shown in Figure 5.

The results of the composite reliability test for the two variables are as follows: 1) 94.90% of the information on the delegation of authority variable at PT Pupuk Indonesia (Persero) is consistently described by 10 indicators used to measure it; 2) 97.30% of information on time management variables at PT Pupuk Indonesia (Persero) is consistently described by 9 indicators used to measure it.
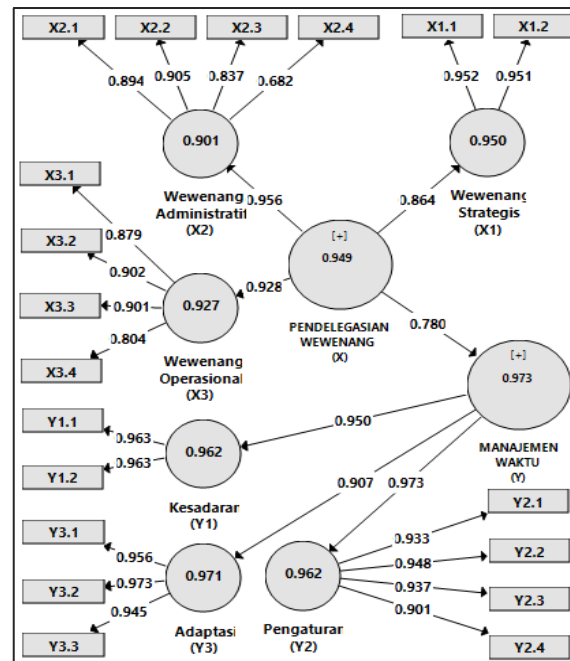
Figure 5. Composite Reliability Test Results
Source: research data, processed (2022)

Cronbach's Alpha (α)

Fong & Law, (2013); Hair et al., (2017) also stated that Cronbach's Alpha was carried out to analyze internal consistency with the condition that the value was at least 0.6. The consistency value of each indicator to measure the construct that must be measured can be seen from how high or low the value of Cronbach's Alpha is. The higher the value, the more consistent the indicator describes the latent variable/variable it measures. The results of the measurement of Cronbach's Alpha. For the two variables as shown in Figure 6.
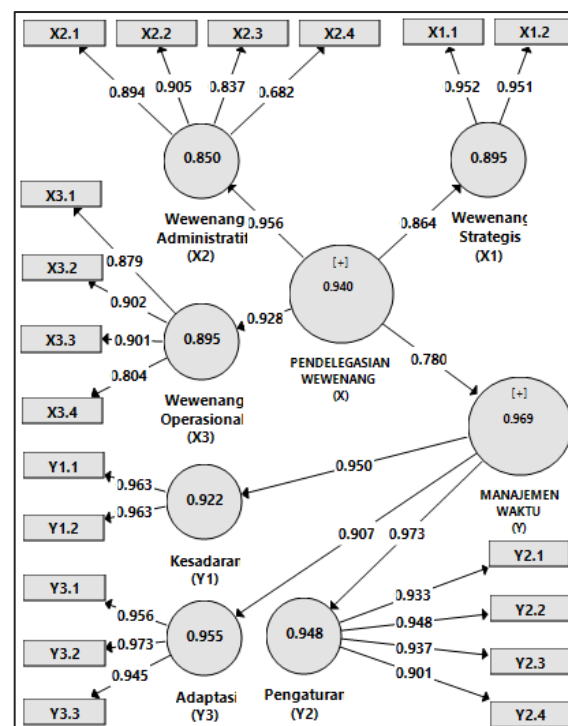

Figure 6. Cronbach's Alpha . Test Results
Source: research data, processed (2022)

The results of the composite reliability test for the two variables are as follows: 1) 94.90% of the information on the delegation of authority variable at PT Pupuk Indonesia (Persero) is consistently described

by 10 indicators used to measure it; 2) 96.90% of information on time management variables at PT Pupuk Indonesia (Persero) is consistently described by 9 indicators used to measure it.

Result of Causality Analysis (Inner Model): Delegation of Authority for Property Asset Management in Improving Time Management at PT Pupuk Indonesia (Persero)

Coefficient of determination (R2)

Chin (1998) determined the assessment of the coefficient of determination (R2) into three value categories, including: 0.67 (strong), 0.33 (moderate), and 0.19 (weak).

The results of the measurement of the coefficient of determination (R2) for the research model of delegation of authority to manage property assets in improving corporate time management at PT Pupuk Indonesia (Persero) are as follows:
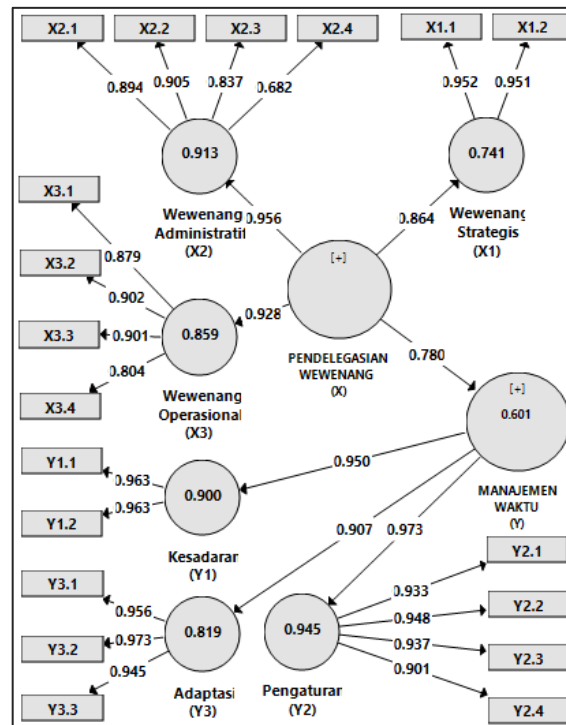

Figure 7. Coefficient of Determination Test Results
Source: research data, processed (2022)

The measurement of the coefficient of determination (R2) of the variable of delegation of authority on time management as shown in the figure above shows that the ability of the variable of delegation of authority in generating the existence of time management variables is moderate with a coefficient of determination of 0.601 or 60.10%, while the remaining 39.90% is raised by unexamined variables. The results of the measurement of the coefficient of determination in full are as presented in table 10.

Table 10. Coefficient of determination (R2) Delegation of Authority to Time Management

Variable/Dimension	Symbol	R²
Strategic Authority	X1	0.741
Administrative Authority	X2	0.913
Operational Authority	X3	0.859
Time Management	Y2	0.601
Awareness	Y2.1	0.900
Arrangement	Y2.2	0.945
Adaptation	Y2.3	0.819

Source: research data, processed (2022)

Based on the table above, the good role of delegation of authority over property asset management at PT Pupuk Indonesia (Persero) will have an impact on the organization's ability to manage time effectively.

Predictive Relevance (Q2)
The results of the predictive relevance test (Q2) assisted by SEM-PLS (Structural Equation Modeling – Partial Least Square) to the research model as shown in Figure 4.30 resulted in the following predictive relevance (Q2):

Q2 = 1 – (1 – R12) (1 – R22) (1 – Rn2)
Q2 = 1 – (1 – 0.601)
Q2 = 0.601 (60.10%)
Model Error 100% - 60.10% = 39.90%

The model analysis results can explain 60.10% of the diversity of the data able to examine the phenomena used in the research model as shown in Figure 4.30, while 39.90% are explained by other factors not examined in this model.

Goodness of Fit (GoF)
The results of the Goodness of Fit (GoF) measurement of the delegation of authority for property asset management in improving time management at PT Pupuk Indonesia (Persero) according to Figure 7, it can be concluded that the model as shown in Figure 7 is in the high category. The results of the observations also resulted in a GoF score that was as expected and included in the category that was classified as suitable, as shown in table 11.

Table 11. Goodness of Fit (GoF) Delegation of Authority to Time Management

Symbol	R^2	Communality (AVE)
X	-	0.651
X1	0.741	0.905
X2	0.913	0.696
X3	0.859	0.761
Y2	0.601	0.801
Y2.1	0.900	0.927
Y2.2	0.945	0.865
Y2.3	0.819	0.918
Average	**0.825**	**0.816**
GoF	**0.820**	

Source: research data, processed (2022)

The resulting GoF score illustrates that a similar research model can be used in other studies that have similar characteristics of the unit of analysis.

Discussion of Causality Analysis Results (Inner Model): Delegation of Authority for Property Asset Management in Improving Time Management at PT Pupuk Indonesia (Persero)
The results of the causality analysis related to the delegation of authority for property asset management in improving time management at PT Pupuk Indonesia (Persero) which shows a direct contribution that is classified as moderate shows that the impact on qualitative objectives is stronger than quantitative.

The results of the analysis seen from the constituent indicators tested with the structural equation model above show that the delegation of authority in the management of property assets at PT Pupuk Indonesia (Persero) is able to explain or has the ability to provide all the information needed to predict its effect on time management. (Ghozali, 2014). The delegation of authority in the management of property assets at PT Pupuk Indonesia (Persero) also shows a relatively high level of relevance. Delegating the authority to manage property assets will have a significant impact in improving time management.

The test results on the dimensions of the delegation of authority variable prove that the delegation of administrative authority is a top priority that needs to be addressed. Delegation of administrative authority to SOEs tends to be convoluted. This causes the practice of delegating the authority to manage property assets to PT Pupuk Indonesia (Persero) to be constrained and has a negative impact on the effectiveness of time management. This also ultimately has negative implications for corporate financial performance.

The delegation of operational authority becomes the next step after the delegation of administrative authority has gone well. Operations in property asset management is one of the important functions to assist the smooth administration or management of property assets within PT Pupuk Indonesia (Persero). The main objective of property asset management is to optimize other income. Therefore, organizational effectiveness in carrying out property asset management operations is very important to achieve.

In addition to administrative and operational delegation, this study also emphasizes the importance of PT Pupuk Indonesia (Persero) to implement strategic delegation of authority practices. However, the delegation of roles from strategic delegation of authority will be very important when the practice of delegation of authority that is administrative and operational has been practiced properly.

Meanwhile, the results of the study can also prove that the delegation of authority to manage property assets at PT Pupuk Indonesia (Persero) in the initial phase is expected to be able to raise awareness of every element of the organization related to the importance of effective time management. Meanwhile, at a later stage, the practice of delegation of authority will also increase the ability of organizational elements to adapt or adjust organizational conditions so as to create effective time management. Then at the highest stage, this research also shows that the related organizational elements will be able to manage the organization better so that this will have an impact on increasing their ability to manage time more effectively.

The results of this study strengthen previous findings, where the simplification of the mechanism in the application of administrative delegation of authority will encourage time effectiveness, so that management is able to carry out better organizational governance (Suryatimur et al., 2020).

In addition, there are several relevant previous studies, such as Trakaniqi (2020) which suggests that effective delegation of authority allows managers to have more time for priority activities. Meanwhile, Ali, A.H. et al., (2021) argue that the delegation of authority effectively contributes to the development of human leadership skills, strengthens human relations, improves the level of management skills, as well as time management of the coach.

A similar opinion was expressed by Dhanya and Mallika (2018) which stated that the delegation of authority plays a major role because employees need to be given proper guidance and help channels from supervisors so that it is possible for employees to complete their tasks according to the specified duration. It will ensure time management by their employees

Meanwhile, Riisgaard et al. (2016) also strengthen the opinion above by proposing the delegation of authority to be accompanied by empowerment. This provides opportunities for individuals (staff and team members) to achieve good results in the midst of intense competition in the education industry. Delegation of authority will automatically increase the speed of completion time, response, and satisfaction of consumers and all stakeholders.

This paper, in our opinion, represents a crucial step toward validating empirically good theoretical assumptions regarding time management in companies. However, we are aware that a significant amount of work still has to be done in this area. Two potential directions for further investigation appear to hold a lot of promise. On the one hand, the authority delegation of property assets management is only one aspect of organizational design that can affect time management in the company; there are still a great number of related aspects that need to be examined in more depth, for example, such as company targets. On the other hand, the organizational design of the company can have a significant impact on the effectiveness of the company's time management.

Conclusions

The implementation of the delegation of authority to manage property assets at PT Pupuk Indonesia (Persero) is still limited to administrative and operational authorities, while the delegation of authority that is strategic in nature has not been carried out optimally. The delegation of authority that has not been comprehensive can have an impact on the ineffectiveness of time management, which can be seen from the aspect of asset management arrangements that are not in accordance with the priority scale. Weaknesses that occur in the aspect of time management will have an impact on the financial performance of the corporation which, even though it is in a good category, has not been able to optimize the potential revenue that should have been achieved by PT Pupuk Indonesia (Persero).

Delegation of authority to manage property assets is proven to have a direct impact in encouraging time management improvements at PT Pupuk Indonesia Group. The direct contribution of delegation of authority in improving time management is quite strong. The qualitative aspect of delegation of authority has a direct impact on the time management aspect which also tends to be quantitative. Good practice of delegating authority over property asset management which is carried out in stages, starting with the delegation of authority which is administrative in nature, then operational in nature, and at the highest stage is strategic in nature, will ultimately encourage the organization to gradually improve its ability to manage time. effectively. It starts from the process of raising awareness, then the process of adapting, to having the ability to make arrangements so that time management will always run effectively.

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