



The Effect of Human Capital Management on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study at the head office of PT. Perkebunan Nusantara IX Semarang).

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The plantation industry plays an essential role in national development, especially in the regional sector, absorbing labor and increasing income. Therefore it is essential to improve the existing human resources in the company. This study aims to determine the effect of Human Capital Management, Job Satisfaction, and Employee Performance. This research is descriptive verification research by distributing questionnaires to 122 employees at PTPN IX Semarang. This test is carried out using path analysis.

The results of the analysis of the research show that Human Capital Management influences job satisfaction with a path coefficient value of 0.745. Then the job satisfaction variable influences employee performance with a path coefficient value of 0.721. Based on the calculated Z value of 7.256, it explains that Human Capital Management influences employee performance at PTPN IX Semarang through job satisfaction.

Keywords: Human Capital Management; Job Satisfaction; Employee Performance.

Industri perkebunan memegang peranan penting dalam pembangunan nasional khususnya di sektor daerah, menyerap tenaga kerja dan meningkatkan pendapatan. Oleh karena itu sangat penting untuk meningkatkan sumber daya manusia yang ada di perusahaan. Penelitian ini bertujuan untuk mengetahui pengaruh Manajemen Sumber Daya Manusia, Kepuasan Kerja, dan Kinerja Karyawan. Penelitian ini merupakan penelitian deskriptif verifikatif dengan menyebarkan kuesioner kepada 122 karyawan PTPN IX Semarang. Pengujian ini dilakukan dengan menggunakan analisis jalur.

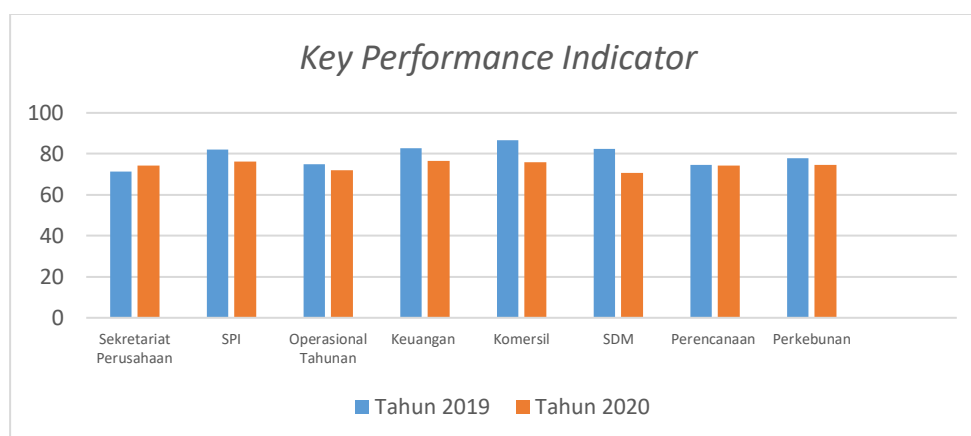
Hasil analisis penelitian menunjukkan bahwa Manajemen Sumber Daya Manusia berpengaruh terhadap kepuasan kerja dengan nilai koefisien jalur sebesar 0,745. Kemudian variabel kepuasan kerja berpengaruh terhadap kinerja karyawan dengan nilai koefisien jalur sebesar 0,721. Berdasarkan nilai Z hitung sebesar 7,256 menjelaskan bahwa Manajemen Human Capital berpengaruh terhadap kinerja pegawai PTPN IX Semarang melalui kepuasan kerja.

Kata Kunci: Manajemen Sumber Daya Manusia; Kepuasan kerja; Kinerja karyawan.

INTRODUCTION

The plantation industry plays a role in national economic development, especially in the regional sector, absorbing labor and increasing income. Therefore the company needs to improve the quality of human resources to carry out the company's activities. In its operations, the company wants to increase profitability and reduce company costs. To realize this, the company must have effectiveness and efficiency (Anton et al., 2018). The development of the world of human resources gave rise to a new perspective on the management of human resources, which started from human resource management to human capital management. This has a different concept where Human Capital Management, as explained by Ulrich (1997), means that employees are considered colleagues within the company. Research conducted by Orji et al. (2017) explains that Human Capital Management positively influences job satisfaction. This research is also similar to research from Massingham & Tam (2015) that human capital positively influences employee performance related to job satisfaction. Employees who have good performance will certainly make the company's strategy that has been set run smoothly. Companies want employees to be consistent in working efficiently and effectively, so it is necessary to have control carried out by measuring their performance using KPIs that have been formulated. (Karimi et al.)

Graph 1.
KPIs at PTPN IX from 2019 to 2020



Based on the picture above, it can be seen that the KPIs at PTPN IX from 2019 to 2020 have decreased in almost all divisions. The company's performance can be determined by the good and bad of employees at work, which is influenced by several factors, including organizational policies, training, development, and appropriate work placements (Ramadhani & Rahardjo, 2017; Zeb et al., 2018). Research conducted by (Chidozie & Chukwuma, 2016) shows that proper training and development will increase employee productivity and performance. Apart from that, employees who have high loyalty to employees show a concept of success in implementing Human Capital Management, which means employees work comfortably with the concepts provided by the company. However, there are facts in the field that employees feel dissatisfied at work due to the incompatible Human Capital Management flow mechanism and competency gaps that occur among employees. The application of Human Capital Management is necessary to create great people who will have a good impact on the company if it is integrated with the system because it will make it easier for employees to work, and also superiors can carry out supervision so that employees will be encouraged to work more optimally.

Human Capital Management

Fitz-Enz in Ongkorahardjo et al. (2008) explains that human capital is a combination of three factors, namely:

1. The character or nature brought into the world of work.
2. The ability of employees to learn and continuously update their insights
3. Have the ability to share knowledge for the common good

Another explanation was given by Mayo (2000) that human capital consists of several components, including individual, capability, motivation, leadership, and organizational culture. The abilities and attitudes possessed by humans can contribute to company performance. Chatzkel (2004) explains that human capital management is an integrated effort to manage and develop capabilities possessed by humans to achieve much higher performance so that humans within the company can develop quickly and precisely. Bassi & McMurrer (2007) explained that to measure the success of Human Capital Management, the following indicators were prepared: a. Leadership Practices, namely the methods used by leaders to manage their finances and provide appropriate direction so that the leadership develops better, b. Knowledge Accessibility is the company's process of collecting, sharing and analyzing existing knowledge to make it easily accessible to employees, c. Learning Capacity, namely the company's ability to provide employment facilities and opportunities for employee career development, d. Workforce Optimization, namely the business strategy implemented by the company in creating a comfortable work environment and making proper recruitment for the company, e. Employee Engagement is the effort expected by the company for its employees to be loyal to the company's business, creating a sense of friendship among colleagues.

Job satisfaction

According to Robbin (2020), job satisfaction is a positive perception of a person's level of job satisfaction generated based on the evaluation. Another definition is stated by Luthan (2011) that job satisfaction results from employee perceptions of how well employees work to produce essential values. Employees with high motivation and loyalty to the company indicate that these employees feel job satisfaction. Based on some definitions described previously, job satisfaction is a condition of working at their jobs that can be influenced by various factors that come from internal or from within or externally or from outside.

Based on the explanation above, to measure job satisfaction, according to Luthan (2011), the indicators are explained as follows: a. The job itself, i.e. employees will feel more satisfied at work if they feel comfortable working, and the job can improve the employee's skills. b. Salary, namely the compensation received by employees, determines employees' success level in work. The salary is used to meet the daily needs and savings of the employee. c. Supervision, namely whether employees can be happy or not, depends on how their superiors treat them. The response given by superiors to employees, either personally or in terms of work, will impact these employees. d. Colleagues, namely job satisfaction in the work environment, can be seen from the scope of the employee working in one division whether the employee can work either as a team or individually. e. Working conditions, namely the facilities provided by the company, are both internal and external.

Employee performance

According to Robbin (2020), employee performance is the quality and quantity of output employees produce from their work. This is the output produced by employees from the tasks assigned by the company, both in quality and quantity. Employee performance can also be interpreted as an achievement at work, namely a comparison between actual work results against work standards determined by the company. Employee performance can be interpreted as the output produced by employees in carrying out activities or activities within the company with their abilities or skills within a specific period following the work standards provided by the company. This explanation is based on several expert opinions that have been previously mentioned.

To measure employee performance, according to Robbin (2020), the following indicators are used: a. Quality of Work, namely in terms of the quality of work carried out by employees, whether the results are good or not, what they get when completing tasks given by the leadership, b. Work Quantity, namely the results regarding the number of work results and activity cycles that can be completed by employees so that the performance can be completed according to directions, c. Timeliness, which relates to completing tasks on time so as not to disturb the next task or not accumulate, d. Effectiveness, namely whether the company's human resources and other resources are used to support the company's business, e. Independence, namely, employees can work well according to the tasks given without needing supervision.

Effect of Human Capital Management on Job Satisfaction

Employee satisfaction will be achieved if Human Capital Management is appropriately implemented. Lack of management of hcm in a company will cause worry in employees. This is also supported by Massingham & Tam (2015) that human capital with high employee capability dimensions will make employees feel a good level of satisfaction.

Effect of job satisfaction on employee performance

Job satisfaction is a feeling that employees certainly want to get at work, where the level of employee satisfaction varies. Job satisfaction is indicated by an assessment of the comparison between expectations and reality, and high satisfaction can encourage work. This is also supported by research conducted by Siengthai & Pila-Ngarm (2016) that reasonable job satisfaction will provide good employee performance.

The influence of Human Capital Management on employee performance through job satisfaction

Applying human capital management with a suitable mechanism can provide job satisfaction with job stability, enrichment, and workability (Saleem et al., 2010). Employee performance has increased with employee capabilities, employee satisfaction, and employee commitment indicating a relationship with human capital (Massingham & Tam, 2015).

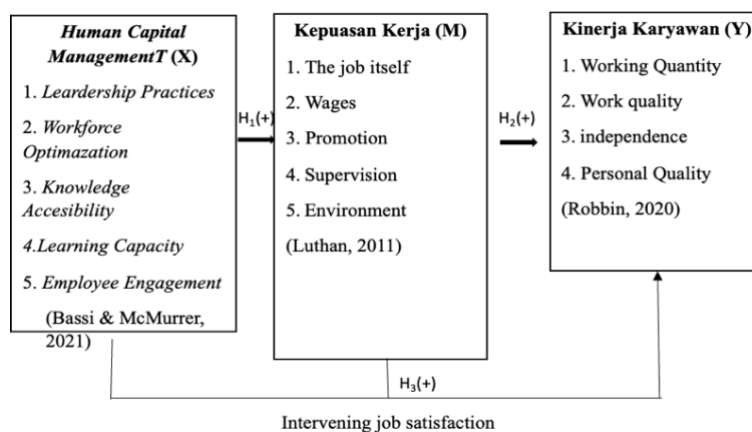


Figure 1.
Research Framework

METHODOLOGY

This research is descriptive and verification research. Data were collected using face-to-face interviews with PTPN IX Semarang and available data. Data was also collected by questionnaire and observation. The research population is 180 employees, consisting of several sections at PTPN IX Semarang.

The collection of respondent data is carried out by probability sampling, which means providing equal opportunities or opportunities for each element or member of the population to be selected as a sample. The sample size is determined using the Isaac & Michael formula. The number of respondents is 122 employees. Respondents were selected based on inclusion and exclusion criteria.

Descriptive data analysis was carried out in several stages consisting of analyzing each answer to the questionnaire, then calculating the frequency and percentage, giving weight to the ordinal scale with a Likert, calculating the total score, and calculating the average value of each question which is an assessment indicator. Then a variable classification range is made. The next step is verification analysis. Hypothesis testing uses the t-test. The data obtained is data that is an ordinal scale. To facilitate data processing, the data must first be converted into interval-scaled data using the Methodg Successive Interval (MSI) technique. After converting ordinal data into interval data using the Successive Interval e Method, the next step is to test the data's normality to determine whether the sample used in this study comes from a normally distributed population. The Normality test in this study used the Kolomogorov-Smirnof test. Once it is known that there are no violations of the parametric assumptions, then path analysis is carried out.

RESULT AND DISCUSSION

The descriptive analysis results explained that most respondents were male, with a total of 95 respondents (93.14 %). While only seven female respondents, or 6.86 %.

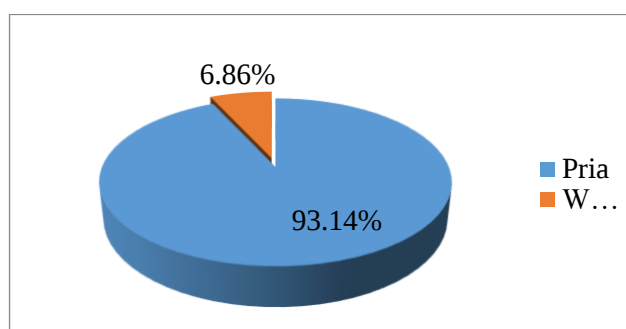


Figure 2.
Respondents Gender

Then regarding the length of work at PTPN IX Semarang, the results showed that most respondents, namely 66 people or 64.71 percent, had worked for more than 15 years. As many as 8 people, or 7.84 percent of respondents, with a length of work between 3 and 5 years.

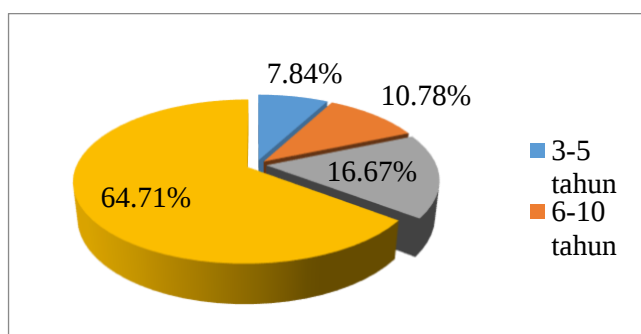


Figure 2.
Length of Working

The results of the analysis of the respondents' answers based on the distribution of questionnaires show that the Human Capital Management variable is in the very good category, the job satisfaction variable shows a high level of satisfaction, and the employee performance variable shows the category that the performance is in good condition.

Variable	Score	Category
Human Capital Management	4,22	Very Good
Job Satisfaction	4,16	High
Employee Performance	4,13	Good

Results of Path Human Capital Management on Job Satisfaction

Path Coefficient	t-count	t _{table}	p-value	H ₀	H ₁
0,745	11,155	1,984	<0,001	Rejected	Accepted

Based on the test results in the table above, it can be seen that the t-count value of the human capital management variable on job satisfaction is 11.155, and the p-value is <0.001. Because the count (11.155) > t-table (1.984) and the p-value (<0.001) <0.05, it was decided to reject H_{0.1} so that H_{1.1} was accepted, which means that Human Capital Management has an influence on job satisfaction at PTPN IX Semarang.

Results of Path Job Satisfaction on Employee Performance

Path Coefficient	tcount	t _{table}	p-value	H ₀	H ₁
0,721	10,419	1,984	<0,001	Rejected	Accepted

Based on the test results in the table above, it can be seen that the t-count value of the variable job satisfaction on employee performance is 10.419, and the p-value is <0.001. Because the t-count (10.419) > t-table (1.984) and the p-value (<0.001) <0.05, it was decided to reject H_{0.2} so that H_{1.2} was accepted, which means that job satisfaction influences employee performance at PTPN IX Semarang.

Results of the Significance test of the Effect of Human Capital Management on Employee Performance at PTPN IX Semarang through Job Satisfaction

Zcount	Z _{table} (5%)	Conclusion
7,256	1,98	Human Capital Management has an influence on employee performance at PTPN IX Semarang through job satisfaction

Based on the test results obtained Z-count value of 7.256. The value of Z-count is 7.256 compared to Z_{table} of 1.98, then Zcount is greater than Z_{table} or $7.256 > 1.98$, then it is decided to reject H_{0.3} so that H_{1.3} is accepted, which means that Human Capital Management influences employee performance at PTPN IX Semarang through job satisfaction. The influence of Human Capital Management on employee performance at PTPN IX Semarang through job satisfaction of 0.537 or 53.7% (0.745×0.721). While the remaining 46.3% is the influence of other factors not examined in this study.

CONCLUSIONS

Based on the research results, it is known that human capital management has an influence on job satisfaction at PTPN IX Semarang. Then job satisfaction influences employee performance at PTPN IX Semarang. And also, based on the results of the significance test based on the calculated Zvalue human capital management influences employee performance at PTPN IX Semarang through job satisfaction.

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