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The Effect Of Human Capital And Workability On Employee Performance With Job Satisfaction As An Intervening Variable

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Abstract

This research aims to determine the influence of human capital and workability on employee performance with job satisfaction as an intervening variable. The object of this research is in Food Security Office in Sungai Penuh City. The respondents in this study are civil servants at Food Security Office in Sungai Penuh City. With a total of 30 people. Based on the results of the previous analysis and discussion, the following can be concluded as follows: human capital and workability influence the large hall of the Food Security Office in Sungai Penuh City because t count > t table (1.02>0.05). Job satisfaction influences the performance of employees at the Food Security Office in Sungai Penuh City because t count > t table (0,38 > 0.05). Human capital influences job satisfaction. This is proven by t count > t table (1.63>0.05). Workability affects job satisfaction. This is proven by t count > t table (1.29>0.05) job satisfaction has no effect as an intervening variable between human capital on the performance of employees at Food Security Office in Sungai Penuh City. This is proven by t count < t table (-0.22<0.05).

Keyword : Human Capital, Work Ability, Employee Performance, Job Satisfaction

INTRODUCTION

In the era of globalization and increasingly fierce business competition, human resources are the main asset for organizations to achieve competitive advantage. Optimal employee performance does not only depend on work experience but also the quality of human capital and work abilities possessed by individuals in the organization. An organization is a collection of people who have the same vision and mission to achieve the goals that have been set (Hadi and Marpaung 2023). Organizations recognize that human

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resource management does not stop at the assumption that people are important assets, but translates this belief into the daily practices and procedures of human resource management (AlShehhi et al. 2021).

Human Resources is a key factor in achieving organizational goals. The form and purpose of the organization, various visions are designed for the benefit of human beings where in the implementation of their mission they are managed and taken care of by humans(Nauman et al. 2022). This means that humans are a strategic resource in all organizational activities. For this reason, human resources need to be planned, formulated strategies that are relevant to the goals that have been set, and consistent in implementing them continuously so that they can improve the performance of the organization where the human resources are located

Human capital refers to the competence, skills, knowledge, and experience possessed by an employee, which directly affects productivity and work efficiency(Das and Mohanty 2024; Lee and Jung 2024). An organization is a means of people working together to achieve a common goal. The success of an organization is very closely related to the quality of the performance of its members, so the organization is required to always develop and improve the performance of its members (Muschalla and Kutzner 2021). Performance means the work results that can be displayed or the performance of an employee's work. Thus, an employee's performance can be measured from the results of work, tasks, or activities in a certain period (Budiono 2024)(Faizah and Widnyana 2020).

According to Becker, human capital is an investment in individuals through education, training, and work experience that increases their productivity and performance(Al-Mekhlafi et al. 2024). In other words, the higher the quality of human capital that a person has, the greater his contribution to the achievement of organizational goals(Kucharcikova, Durisova, and Staffenova 2024). In the context of an organization, human capital not only includes technical skills, but also includes cognitive abilities, innovation, and social aspects such as leadership and communication (Portovedo, Veloso, and Portela 2024). Organizations that can develop and manage human capital effectively tend to be more competitive, innovative, and sustainable in the long run (Cai et al. 2024). Therefore, investment in education, training, and employee welfare is an important strategy for companies to increase productivity and maintain competitiveness amid global competition.

Workability is also a key factor in determining the quality of employee performance. Employees with high work skills tend to be more adaptive to change, able to complete tasks well and contribute significantly to the achievement of organizational goals (Garthe and Hasselhorn 2021; Henning et al. 2024). However, these two factors do not stand alone in

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affecting employee performance. Job satisfaction is an important variable that can strengthen or weaken the relationship between human capital workability and employee performance.

Job satisfaction is a positive or negative feeling felt by employees towards their work, which can affect their motivation and productivity. Employees who are satisfied with their jobs tend to have a high level of loyalty and better performance (Asiamah et al. 2024; Ridwan et al. 2024). On the other dissatisfaction can result in decreased work morale, increased attendance rates, and high employee turnover (Nugroho, Said, and Arifin 2024). Therefore, job satisfaction can play an intervening variable in the relationship between human capital and workability to employee performance.

Several previous studies have examined the relationship between human capital, employability, and employee performance. However, there are still differences in findings in various studies that show that there are other factors that also influence, such as job satisfaction. Therefore, this study aims to analyze in more depth how the influence of human capital and workability on employee performance, with job satisfaction as an intervening variable.

Based on the background that has been described, this study aims to: Analyze the role of job satisfaction as an intervening variable in the relationship between human capital and workability on employee performance.

LITERATURE ANALYSIS AND METHODOLOGY

Human Capital

High-quality human capital allows employees to work more efficiently and effectively. The skills, experience, and knowledge they possess contribute directly to improving the performance and achieving the organization's targets. Becker (Lee 2024) stated that human capital is the skills, knowledge, and competencies acquired by individuals through education, training, and work experience, which can increase productivity and economic competitiveness. Becker emphasized that investing in human capital through education and training can provide long-term benefits for individuals and organizations. According to Schultz, human capital refers to the quality of individuals resulting from investments in education, health, and training, which contribute to increased labour productivity. Schultz emphasized that humans are not only factors of production, but also assets that can be developed to improve economic well-being (Kucharcikova et al. 2024). Human capital is a combination of intelligence, skills, and expertise possessed by individuals in an organization that can provide added value to the company. According to him, effective management of human capital can increase innovation and efficiency in organizations

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(Sheng et al. 2024). Human capital is knowledge that is embedded in individuals and is a strategic resource that can be used to create value for the organization. According to Bontis, organizations must manage human capital well to achieve sustainable competitive advantage.

From the various definitions above, it can be concluded that human capital is a valuable asset for individuals and organizations that can be developed through investment in education, training, and work experience to increase productivity and competitiveness.

Workability

Workability is an individual's ability to carry out their duties and work effectively based on a balance between job demands, skills, health conditions, and work environment factors. This concept reflects the extent to which a worker can meet the expectations of the organization by considering its physical, mental, and social aspects. Workability is the ability of a worker to carry out his duties and work based on the demands of the job, health conditions, and the skills and competencies he has. This concept emphasizes the balance between individual capacity and job demands in order to remain productive in the long run (Muschalla and Kutzner 2021). Suorsa et al. (2022) Workability refers to the extent to which an individual can carry out his or her job duties effectively by considering factors such as health, skills, attitudes, and work environment. Good workability will improve worker welfare and organizational performance. According to Ilmarinen, workability is a combination of workers' physical, mental, and social capacities in facing job demands. The concept also involves the health, motivation, and skills factors necessary to achieve optimal productivity (Stjernbrandt and Wahlström 2022). Workability is the level of compatibility between workers' abilities and the demands of the work given by the organization. If workers' abilities are aligned with their workload, then their productivity and well-being will increase (Müller et al. 2024).

Based on various definitions from experts, it can be concluded that workability is the ability of individuals to carry out their duties and work effectively by considering the balance between physical, mental, social, and job demands. Workability is influenced by a variety of factors, including health, skills, motivation, work environment, and work-life balance. Overall, workability is an important factor in maintaining worker productivity and well-being in the long term. Organizations that support increased workability through training, a conducive work environment, and employee welfare will benefit from improved performance, loyalty, and workforce sustainability.

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Job Satisfaction

Job satisfaction is one of the main factors that affect employee productivity, loyalty, and well-being. Job satisfaction refers to the extent to which an individual feels satisfied with his or her job. Robbins & Judge state that job satisfaction is the positive feeling that a person has about his or her job as a result of evaluating the characteristics of the job. The more a person feels that their job meets their expectations and needs, the higher the level of job satisfaction they feel (Ariani et al. 2024). Job satisfaction is a pleasant or positive emotional state that results from a person's assessment of their job or the work experience they experience. Locke emphasized that job satisfaction is closely related to an individual's perception of the achievement of his or her values at work (He et al. 2024). Job satisfaction is a set of pleasant or unpleasant feelings experienced by an employee at work. This satisfaction can be influenced by factors such as salary, work environment, relationships with employers, and career development opportunities (Ariani et al. 2024).

Based on various definitions from experts, job satisfaction can be concluded as an emotional state that reflects the extent to which an individual feels satisfied with his or her job. Job satisfaction is influenced by a variety of factors, such as compensation, work environment, relationships with colleagues, career development opportunities, and work-life balance. Overall, job satisfaction plays an important role in improving employee productivity, loyalty, and well-being. Organizations that can create a work environment that supports employee job satisfaction will benefit from improved performance, low turnover rates, and a more positive work climate. Therefore, understanding and managing the factors that affect job satisfaction is a strategic aspect of human resource management in every organization.

Performance

Performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties and responsibilities under the role that is given. The definition of performance according to Bernardin & Russell is the result of work that can be measured based on certain standards, including effectiveness, efficiency, quality, and individual involvement in achieving organizational goals (Nugroho et al. 2024). Robbins & Judge states Performance is the result of a person's job function that reflects how an individual performs his or her duties according to the responsibilities given (Portovedo et al. 2024). Meanwhile, Mangkunegara (2017) stated that performance is the result of work both in quality and quantity achieved by a person in carrying out his duties under the responsibilities given (Sudirman, Maryanto, and Sari 2023). Mathis & Jackson (2006)

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From the various definitions above, it can be concluded that performance is the result of a person's work in carrying out their duties under the standards that have been set by the organization. Performance is influenced by various factors, such as skills, motivation, work environment, and organizational support. Good performance will have a positive impact on individuals and organizations, such as increased productivity, job satisfaction, and higher competitiveness.

METHODOLOGY

Scope of Research

This type of research is descriptive causality research which is classified as quantitative research. Causality research is research conducted to explain the influence of one variable on another variable or how a variable affects other variables. The object of this study is the Food Security Office in Sungai Penuh City. and seeks to find the Influence of Human Capital and Work Ability on employee performance with job satisfaction as an intervening variable at the Food Security Office in Sungai Penuh City.

Population and Sample

Population is a generalization area consisting of subject objects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. Based on the definition above, it can be concluded that the population in this study is the employees of the Food Security Office in Sungai Penuh City which totals 30 people. According to Sugiyono (2018) the sample is part of the number of characteristics possessed by the population, if the population is less than 100, the entire population is used as a research sample. Because in this study the number of employees is 30 people, the sample is 30 employees.

Path Analysis

This study uses path analysis. Path analysis is an extension of multiple linear regression analysis Path analysis is used to test the influence of intervening variables in this study. The results of this pathway analysis test will also be used to compare which influence is greater between direct and indirect influences and draw a conclusion as to whether the existence of this intervening variable can strengthen or weaken the independent influence on the dependent. To find out whether or not Z plays a role as an intervening variable by comparing the magnitude of direct influence with indirect influence with the following criteria:

1. If the influence is not directly ≥ than the direct influence, then it plays a role.

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2. If the direct influence ≤ from the indirect influence, it does not play a role.

RESEARCH AND RESULTS

Path Analysis

Path analysis was developed as a method to study the direct and indirect effect of the free variable on the bound variable. To test the influence of intervening variables, the Path Analysis method was used. Path analysis is the use of regression analysis to estimate causality relationships between predetermined variables based on theory.

1. Analysis of the Influence of Human Capital (X1) and Workability (X2) on Job Satisfaction (Z).

In the table below, you can see the analysis of the path of the influence of human capital and workability on job satisfaction as an intervening variable in employees in Food Security Office in Sungai Penuh City.

Table.1 Analysis of Structural Equations 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	62.776	17.846		3.518	.002
Human capital	.385	.166	.404	2.315	.028
Workability	-.178	.271	-.114	-.655	.518

Based on the results of the analysis as shown in the table above, it is known that the variables of human capital and employability have a significant effect on job satisfaction so structural equation 1 is known if every increase in human capital and workability affects the increase in job satisfaction.

Other variable path coefficients (Error Rate):

$e = \sqrt{1 - RSquare}$

$e = \sqrt{1 - 0{,}020}$

$e = 0{,}989$ or 98,9%

The influence of other variables on Human Capital and workability is 98.9% so it can be seen that the equation of Structure 1 is as follows:

Z = Pzx1 X1 + Pzx2 X2 + e

Z = 0,404 X1 + -0,114 X2 + 0,989 e

The equation shows that:

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1. Every time there is an increase followed by an increase in job satisfaction
2. Every time there is an increase in workability, followed by an increase in job satisfaction

2. Analysis of the influence of Human Capital (X1), Job Ability (X2) and Job Satisfaction (Z) on Employee Performance (Y).

In this table, you can see the path analysis of the influence of human capital and workability on employee performance with Job Satisfaction as an Intervening Variable in Food Security Office in Sungai Penuh City.

Table.2 Analysis of Structural Equations 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	72.280	17.790		4.063	.000
Human_capital	.123	.150	.166	.821	.419
Workability	.122	.226	.101	.542	.592
Job Satisfaction	-.262	.159	-.337	-1.650	.111

Increasing human capital, work ability and job satisfaction affect the performance of employees in Food Security Office in Sungai Penuh City.

Coefficients of other variable paths (Error Rate):

$e = \sqrt{1 - RSquare}$

$e = \sqrt{1 - 0{,}180}$

$e = 0{,}905$ or 90,5%

The influence of other variables on employee performance is 90.5%. From the table, it is known that the structure equation 2 is as follows:

Y = Pyx1 + Pyx2 + Pyz +e

Y = 0,166 X1 + 0,101 X2 + -0,337 Z + 0,905e

1) Every time there is an increase in human capital followed by an increase in employee performance
2) Every improvement in workability is followed by an improvement in employee performance.
3) Every increase in job satisfaction is followed by an increase in employee performance.

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Direct and Indirect Effect

Furthermore, how much influence of each exogenous variable (X1, X2, Z) either direct or indirect on the endogenous variable (Y) can be described as follows:

1. Human Capital Variables (X1)

1) Direct Effect

X1 To Z = Px1z . Px1z
= (0,404) . (0,404)
= 0,163 or 1,63%

X1 To Y = (Pyx1)(Pyx1)
= (0,166) . (0,166)
= 0,027 or 0,27%

Meaning: Based on the results of the analysis, it is known that the direct influence of the Human Capital variable on job satisfaction is 1.63%, and Employee Performance is 0.27%.

2) Indirect Effect

X1 to Y through Z = Pyx1.Pzx1.Pyz
= (0,166) (0,404) (-0,337)
= -0,022 or -0,22 %

Meaning: The indirect influence of Human Capital on Employee Performance through Job Satisfaction in Employees of the Food Security Office in Sungai Penuh City is -0.22%

2. Workability (X2)

1) Direct Effect

X_2 To Z = PX_2Z . PX_2Z
= (-0.114) . (-0.114)
= 0,0129 or 1,29 %

X_2 To Y = X_2 ⟶ Y
= (Pyx_2) . (Pyx_2)
= (0.101) . (0.101)
= 0,0102 or1,02 %

Meaning: Based on the results of the analysis, it is known that the direct influence of the Workability variable on Job Satisfaction is 1.29%, while the direct contribution of the Workability variable to Employee Performance is 1.02%.

2) Indirect Effect

X2 To Y through Z = Pyx2. Pzx2 . Pyz
= (0.101) (-0.114) (-0.337)
= 0,0038 or 0,38%

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Meaning: Indirect Effect of Work Ability on Employee Performance through Job Satisfaction in Employees Food Security Office in Sungai Penuh City is 0.38%.

3. Job Satisfaction Variables (Direct Effect)

Z To Y = Z ⟶ Y

= (Pyz) (Pyz)
= (-0.337) (-0.337)
= 0,1135 or 11,35%

Meaning: The direct effect of Job Satisfaction on Employee Performance in Employees Food Security Office in Sungai Penuh City is 11.35.



Figure 1. Research Path Diagram

Table 3 Recapitulation of the Influence of Independent Variables and Intervening Variables

No	Information	%	Total (%)
1	The Effect of Human Capital (X1) on Employee Performance (Y) direct	0,27	
2	The Effect of Human Capital (X1) on Employee Performance (Y) through Job Satisfaction (Z)	-0,22	
	Total Effect of X1 on Y		0,05

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3	The Effect of Work Ability (X2) on Employee Performance (Y) direct	1,02	
4	The Effect of Job Ability (X2) on Employee Performance (Y) Through Job Satisfaction (Z)	0,38	
	Total Effect of X2 on Y		4,82
5	The Effect of Job Satisfaction (Z) on Employee Performance (Y)	11,35	
	Total Effect of Z on Y		11,35
Total			16,22
Influence of other variables			88,65
Total			100

DISCUSSION

Based on the table above, it can be seen that the role of Job Satisfaction as an Intervening variable in Food Security Office Employees in Sungai Penuh City is as follows:

1. The direct influence of Human Capital on Employee Performance was 0.27%, while the indirect between Human Capital through Job Satisfaction on Human Capital was -0.22%. So it can be concluded that Job Satisfaction does not play an intervening variable on Employee Performance with a total influence of 0.05%.
2. The direct influence of Job Ability through Job Satisfaction on Employee Performance is 1.02%, while indirectly Job Ability through Job Satisfaction on Employee Performance is 0.38%. So it can be concluded that Job Satisfaction does not play a role as an intervening variable on Employee Performance with a total influence of 4.82%.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of this study, it can be concluded that human capital and workability play a significant role in influencing employee performance. The results indicate that employees with higher levels of knowledge, skills, and experience (human capital) tend to perform better in their roles. Similarly, employees with higher workability, which includes physical and mental capacity to handle job demands, also demonstrate improved performance. Job satisfaction has no effect as an intervening variable between human capital and the performance of Food Security Office employees in Sungai Penuh City. Job satisfaction has an effect as an intervening variable between workability and the performance of Food Security Office employees in Sungai Penuh City.

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This suggests that while human capital and workability directly enhance employee performance, they also contribute to greater job satisfaction, which in turn leads to higher levels of engagement, motivation, and productivity. Organizations that invest in employee development, training programs, and a supportive work environment can improve not only employee satisfaction but also overall performance outcomes.

In conclusion, organizations should focus on enhancing human capital through continuous learning and development initiatives while also promoting workability by creating a healthy and supportive work environment. Additionally, fostering job satisfaction through fair compensation, career development opportunities, and a positive workplace culture can further strengthen the link to employee performance.

Future research could explore additional variables that may further mediate or moderate these relationships, such as leadership style, organizational commitment, and work-life balance. By doing so, organizations can develop more comprehensive strategies to maximize employee potential and improve overall performance.

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