

Research

## **Reviewing the Human Capital Performance Stimulants of Private Employees in Indonesia: The Role of Job Satisfaction as a Mediator with a Quantitative Approach**

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### **Abstract**

The effectiveness of organizations and companies is correlated with human capital performance. Therefore, we require the use of human capital performance as a benchmark for organizations and companies to achieve the vision and mission together. Later, the benchmark will serve as a basis for policymaking on the future maintenance and improvement of human capital performance. This research aims to find out the stimulants that affect the human capital performance of private employees. The quantitative causality approach is used in this study to answer the formulation of research problems and research hypotheses. Next, the researcher tested the hypothesis using Structural Equation Modeling (SEM) based on a variant called Partial Least Square (PLS) and the SmartPLS version 3.0 application as a tool to analyze it. The results of this research conclude that six hypotheses that examine the direct effect of self-leadership, organizational justice, and work environment on work satisfaction obtain positive and significant results. Then self-leadership, teamwork management, and work satisfaction on human capital performance also obtained positive and significant results. In addition, the results of this research also confirm the positive and significant mediating effect of work satisfaction on the indirect impact of self-leadership, organizational justice, and work environment on human capital performance. For further research, the author recommends further researchers develop variables that are suspected to be the main predictors to encourage work satisfaction and human capital performance to provide complete recommendations regarding the development of human resource performance, especially for millennial workers. This study presents a research model related to human capital performance regarding self-leadership, teamwork management, and work satisfaction and the contribution of self-leadership, organizational justice, and work environment to work satisfaction.

**Keywords:** *work satisfaction, human capital performance, private employees*



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## **INTRODUCTION**

The urgency of the existence of employees in achieving organizational achievements has shown that achievements are increasing day by day (Ayesha et al., 2021). The dynamics of changing the flow and dissemination of information and the rapid development of technology have impacted the behavior of individuals in organizations (Ozdemir, 2020). Responding to the challenges of globalization and the changes that occur today, extensive efforts are needed from the company to its human resources to work professionally and handle several other organizational operations (Sawitri et al., 2018). Organizations that work on the right strategies, policies, and tactics find it easier to achieve their goals (Al-Douri, 2020). Good performance must be oriented to the work produced by a team member to achieve something expected (Manzoor et al., 2011). Because human resources are one of the essential parts of the organization, so the institution seeks to strengthen team member satisfaction (Askari et al., 2020). One thing that interferes with a company's survival is the low level of team member performance (Napitupulu et al., 2021). The condition of the

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unstable performance of employees is generally influenced by internal factors (Indajang et al., 2021) from the company that is not optimal in accommodating the roles and responsibilities of the management line (Djajasinga et al., 2021).

Building superior human resource performance and integrity, a concrete supplement is needed from the organization. Stimulants that lead to the performance of employees are considered to be one of the crucial factors in the development of human resources in the future (Neck & Houghton, 2006). The constituents of human resource performance development can include self-leadership, teamwork management, organizational justice, the state of the work environment, and job satisfaction. Discussing issues related to self-leadership is considered essential to encourage employee enthusiasm, commitment to work, and performance effectiveness in empowering the organization (Prussia et al., 1998). In combination with communication skills and employee behavior, self-leadership can effectively improve the practical work environment (Mustriwati et al., 2021). Influencing and leading oneself is a process by which each individual controls a set of behavioral and cognitive (Manz, 1992). The importance of the concept of self-leadership for organizations is believed to be one of the strategic steps to open up productivity and work quality in facing increasingly competitive challenges in the future (Manz & Neck, 1999).

On the other hand, to develop the performance of human resources, the role of teamwork management is also needed. One of the missing links in the development of organizational performance is teamwork (Hanaysha, 2015). The urgency of teamwork management is interpreted as the organization's ability to develop consistency of teamwork in teams to achieve high productivity levels (Agarwal & Adirackor, 2016). When people collaborate and think without arguing, it results in inclusive and accurate work and more visible productivity and improvements (Askari et al., 2020).

Furthermore, in developing the performance of human resources, the role of the implementation of organizational justice is needed. The concept of justice is essential for understanding various human behavior in organizational settings (Hartman et al., 1999). Organizational justice, a term coined by Greenberg (1987) refers to employees' perceptions of fairness in the workplace. It was shown to be associated with several outcomes such as job satisfaction (Elamin & Alomaim, 2011), and human capital performance (Neck & Houghton, 2006). Organizational justice is used to describe the function of justice because it directly affects employee performance (Iqbal, 2013). In addition, work environment factors are also essential to pay attention to optimize employee job satisfaction. Job satisfaction can also be created through a good job supported by a conducive environment (Rahayuningsih, 2017). Theoretically, Budiyanto and Oetomo, 2011 stated that employees want an excellent workplace because this conducive workplace will have implications for physical pleasure, and the impact will increase job satisfaction. Furthermore, if job satisfaction increases, employees have a high work ethic to do every job. Furthermore, a person who obtains maximum job satisfaction will improve performance (Haerani et al., 2020).

Problems regarding human capital performance are problems that the management will always face. Therefore the management needs to know the factors that affect human capital performance. Furthermore, factors that can affect human capital performance will enable management to take the necessary policies to improve the performance of its employees to match the expectations of management. This study presents a research model related to human capital performance regarding self-leadership, teamwork management, and work satisfaction and the contribution of self-leadership, organizational justice, and work environment to work satisfaction. Furthermore, this research also presents a model of the mediating effect of work satisfaction on the

indirect effect of self-leadership, organizational justice, and work environment on human capital performance. It is hoped that the research findings will contribute to the development of science, especially in organizational behavior and the development of human resource management performance in the scope of organizations and companies.

## **LITERATURE REVIEW**

### **Self-Leadership**

Self-leadership is defined as how a leader accommodates and motivates members of his organization to behave in the desired route and perform their duties optimally (Manz, 1992). Self-leadership is a psychological construct of a person's capacity to improve performance through a sustained cognitive repertoire, motivational strategies and self-navigating behavior (Darma et al., 2019). Opinion Marques-Quintero et al. (2019), said that self-leadership development has a strategy that focuses on individual and organizational behavior. Therefore, objectivity based on assumptions that focus on self-leadership behavior is one predictor to measure the level of job satisfaction and human resource development. Research results from Politis (2006), with the research theme of behavior-focused self-leadership strategy, concluded that the relationship between behavior-focused self-leadership strategy and job satisfaction in Iran is direct, positive, and significant.

Furthermore, study results (Javadi et al., 2013), focusing on the relationship between self-leadership strategies and job satisfaction, concluded that self-leadership strategies significantly affect job satisfaction in Iran. Furthermore, research (Jusriadi et al., 2021), focusing on human resource development research staff through self-leadership, concluded that human capital performance can improve if supported by solid self-leadership. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

**H1:** Self-leadership affects work satisfaction

**H5:** Self-leadership affects human capital performance

### **Teamwork Management**

Representatives of a good organizational life cannot be separated from the name of cooperation in the form of a team. This is part of human resource management practices that can increase competitive advantage (Nzewi et al., 2015). Furthermore, in improving organizational performance, it takes human resources (employees and employees) to synergize and work cooperatively as a team to achieve organizational goals (Otache, 2019). Thus, teamwork within the internal scope of management is essential to create a collaborative climate in which team spirit and teamwork can develop (Adil & Hamid, 2020). In general, the manifestation of effective teamwork will be marked by establishing good communication and cooperation among team members when they work to achieve common goals (Hwang, 2018). Research result (Ahmad & Manzoor, 2017), with the research theme of teamwork, employee empowerment, and training on employee performance in Pakistan, concluded that teamwork has a significant positive effect on employee performance. More research results (Nurhayati et al., 2018), with the research theme the importance of teamwork in the restaurant business on the treatment of work discipline on employee performance in Indonesia, obtained results that lead to a positive and significant relationship between teamwork and employee performance. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

**H2:** Teamwork management affects human capital performance

## **Organizational Justice**

The manifestation of organizational justice is defined as examining fairness within organizational parameters and emerges through work in social psychology that focuses on insights into the fairness aspects of social interactions (Al-Douri, 2020). Every organization, in general, will try to formulate a vision and achieve the right mission to present organizational goals by considering the elements of organizational justice as one of the supporting factors (Clay-Warner et al., 2005). Organizational justice is divided into distributive, procedural and interactional justice has a vital role in improving employee outcomes (Greenberg, 1987). An orientation that leads to fairness in the organization will create a conducive work environment so that employees who are vulnerable to irregularities will be reduced (Abbasi et al., 2020). In other words, many dysfunctional components and other types can be minimized, and their implications in the workplace create low deviation (Kim & Chung, 2019). Research result (Ouyang et al., 2015), with the focus of research on organizational justice and job insecurity as mediators of emotional intelligence on job satisfaction in China, concluded that organizational justice and job satisfaction have a significant relationship. More study results (Bakhshi et al., 2009) with the research title Perception of Organizational Justice as a Predictor of Job Satisfaction and Organizational Commitment concluded that organizational justice and job satisfaction have a significant relationship. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

**H3:** Organizational justice affects work satisfaction

## **Work Environment**

Job satisfaction is seen as an outcome created by the quality of the work environment. Therefore, a conducive and attractive environment is essential in supporting work effectiveness that results in satisfaction (Sardžoska & Tang, 2012). The work environment has many characteristics that can affect physical and mental health. Therefore, reflection on the quality of the work environment is crucial to keeping workers on their various tasks and working effectively (Djukic et al., 2014). A good workplace is interpreted as having characteristics that include competitive wages, a trusting relationship between employees and management, equality and fairness for all, and a workload with challenging but achievable goals (Budiyanto & Oetomo, 2011). For organizations oriented to community service, creating an enabling environment for satisfied employees is an urgent matter. Immediately, comprehensive action must be taken to ensure that every employee enjoys their work comfortably and safely (Kafui Agbozo et al., 2017). Research results from Suliman and Aljezawi (2018), with the research theme of the nurse's work environment as an indicator of satisfaction, conclude that the work environment significantly affects work satisfaction. Then research from Wang and Brower (2019) confirms job satisfaction and the role of employee interaction with the work environment to obtain significant results. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

**H4:** Work environment affects work satisfaction

## **Work Satisfaction**

Opinion Crossman and Abou-Zaki, 2003 defines the level of job satisfaction received by individuals in the organization is interpreted as a paradigm on how far employees are satisfied with their jobs. The implementation of job satisfaction theoretically has a close relationship with work

performance (Supriyanto et al., 2020). The satisfaction of each employee and employee varies greatly or varies according to the values that exist in him (Lie et al., 2021). The higher the assessment of the activities that are following the wishes, the higher the job satisfaction of these activities (Rinny et al., 2020). An organization with human resources who are more satisfied with their work and the results of their work tend to be more effective and productive (Eliyana et al., 2019). In addition, employees and employees with a high level of satisfaction will have lower turnovers than those who do not have satisfaction (Lamri et al., 2020). Research result from Sabuhari et al. (2020), focusing on adaptation research and job satisfaction on employee performance at PT Pos Indonesia employees, explain that work satisfaction affects human capital performance. Further research from Theo et al. (2019) also confirms the same results as previous studies: work satisfaction affects employee performance. Therefore, based on several previous research results, this study is carried out in developing hypotheses:

**H6:** Work satisfaction affects human capital performance

**H7:** Work satisfaction mediates the relationship between self-leadership and human capital performance

**H8:** Work satisfaction mediates the relationship between organizational justice and human capital performance

**H9:** Work satisfaction mediates the relationship between work environment and human capital performance

## **Human Capital Performance**

Performance in the perspective of human resource development (HR), both in task performance and contextual performance capital, is not only measured by the availability of tangible assets in the form of physical capital and financial capital (Jusriadi et al., 2021). The achievement of work results in quality and quantity achieved by an employee within a specific time is the essential part of the organization's goals (Na-Nan & Saribut, 2020). The role of human capital determines the achievement of organizational performance through the competencies possessed in terms of the level of knowledge, experience, skills, and behaviors that show the characteristics of a person in an organization (Delcourt et al., 2018). Because human capital has been recognized as an intangible asset that can increase the organization's current value, its competence needs to be developed through organizational learning in training and development (Stewart et al., 2011). The level of achievement of work results in quality and quantity achieved by an employee within a certain time to fulfill the duties and responsibilities that have been given to him can be measured by his performance (Inuwa, 2016). The better the performance produced by employees, the better the company's sustainability will be to survive and develop in the future.

## **RESEARCH METHOD**

The quantitative causality approach is used in this study to answer the formulation of research problems and research hypotheses. First, the research location was conducted in Medan City and Pematangsiantar City by assigning civil servants. Next, the process and mechanism of data collection were carried out from February to April 2021. Then a questionnaire was used as an instrument of this research which was then distributed to respondents online. Sampling in this study is oriented to the convenience sampling approach and has determined as many as 220 employees as research respondents. Next, the researcher tested the hypothesis using Structural

Equation Modeling (SEM) based on a variant called Partial Least Square (PLS) and the SmartPLS version 3.0 application as a tool to analyze it.

## RESULT AND ANALYSIS

### Description of Research Respondents

**Table 1.** Respondent General Profile

Category	Details	Number of Respondents	Percentage (%)
Gender	Men	145	65.91
	Woman	75	34.09
Age	20-29 years old	30	13.64
	30-39 years old	55	25
Age	40-49 years old	75	34.09
	50-59 years old	39	17.73
Age	60-69 years old	21	9.54
	high school	65	29.55
Level of education	D1 to D3	89	40.45
	Bachelor	55	25
Level of education	Master	11	5
	< 1 Year	25	11.37
Length of work	1-5 Years	115	52.27
	6-10 Year	56	25.46
Length of work	> 10 Years	24	10.90

### Outer Model Measurement

**Table 2.** Validity, reliability and R-Square test

Variables	Items	Outer Loading	Average Variance Extracted	Composite Reliability	Cronbach's Alpha
Self-Leadership			<b>0.608</b>	<b>0.866</b>	<b>0.839</b>
	Self-observation	0.744			
	Self-goal setting	0.754			
	Self-reward	0.793			
	Self-punishment	0.811			
Team Work Management	Practice	0.794			
			<b>0.734</b>	<b>0.932</b>	<b>0.907</b>
	Participatory leadership	0.912			
	Divided responsibilities	0.819			
	Equalization of objectives	0.914			
Organization al Justice	Expecting quality	0.718			
	Having relevant knowledge	0.902			
			<b>0.783</b>	<b>0.915</b>	<b>0.859</b>
Distributive justice		0.895			

	Procedural justice	0.939		
	Interactional justice	0.816		
Work Environment		<b>0.721</b>	<b>0.939</b>	<b>0.922</b>
	Space and facilities required	0.847		
	Relationship with superiors	0.924		
	Equality of treatment at the workplace	0.805		
	Communication system	0.788		
	Coworkers	0.797		
	Identify and control hazards	0.923		
Work Satisfaction		<b>0.697</b>	<b>0.902</b>	<b>0.855</b>
	Mentally challenging work	0.866		
	Promotional opportunities	0.860		
	Supporting work conditions	0.789		
	Relationships with fellow colleagues	0.823		
Human Capital Performance		<b>0.728</b>	<b>0.914</b>	<b>0.874</b>
	Work Quantity	0.788		
	Work Quality	0.855		
	Knowledge about Job Description	0.901		
	Job Responsibilities	0.865		

**Discriminant Validity**

	Human Capital Performance	Organizational Justice	Self-Leadership	Team Work Management	Work Environment	Work Satisfaction
Human Capital Performance	0.853					
Organizational Justice	0.434	0.885				
Self-Leadership	0.636	0.475	0.780			
Team Work Management	0.720	0.325	0.649	0.857		
Work Environment	0.422	0.379	0.331	0.298	0.849	
Work Satisfaction	0.601	0.562	0.580	0.471	0.383	0.835

**R-Square***R-square**R-square Adjusted*

Work Satisfaction	0.457	0.449
Human Capital Performance	0.619	0.613

Judging from the R-square value of the endogenous variables, the value obtained is 0.457 for work satisfaction. This shows that the overall ability of exogenous variables to explain work satisfaction is moderate. Then the R-square value of the following endogenous variable, namely human capital performance, is 0.619, which means that the overall ability of the exogenous variable to explain human capital performance is vital (Ghozali, 2014).

### Hypotheses Test

Furthermore, a significance test was conducted to prove the hypothesis testing to determine the relationship between the exogenous and endogenous variables. The significance criterion was seen from the p-value. With a significance level of 5%, if the p-value between the exogenous and endogenous variables is less than 0.05, the exogenous variables significantly affect the endogenous variable. In contrast, if the value is higher than 0.05, the exogenous variables do not significantly affect building the endogenous variable. The results of the hypothesis test are presented in Table 3 below:

**Table 3.** Hypotheses Result

Hypotheses	Coefficients	t-Statistics	P-Value	Result
Self-Leadership → Work Satisfaction (H1)	0.378	6.677	0.000	<b>Accepted</b>
Organizational Justice → Work Satisfaction (H2)	0.333	5.148	0.000	<b>Accepted</b>
Work Environment → Work Satisfaction (H3)	0.132	3,512	0.000	<b>Accepted</b>
Self-Leadership → Human Capital Performance (H4)	0.159	2,645	0.008	<b>Accepted</b>
Team Work Management → Human Capital Performance (H5)	0.484	7.501	0.000	<b>Accepted</b>
Work Satisfaction → Human Capital Performance (H6)	0.281	5.405	0.000	<b>Accepted</b>

Based on the results of data analysis to prove hypothesis testing, of the six hypotheses to conduct direct testing between exogenous variables consisting of self-leadership, organizational justice, and work environment have a significant influence on work satisfaction, so it can be concluded that the three hypotheses are acceptable. Then for other tests, the exogenous variables consisting of self-leadership, teamwork management, and work satisfaction also significantly influence human capital performance, so it can be concluded that the three hypotheses can be accepted. Furthermore, to determine the mediating effect of job satisfaction on the relationship between principal supervision and compensation on teacher performance, a mediation test was conducted using an indirect effect approach,

**Table 4.** Mediation Test Results Based on Indirect Effect

Hypotheses	Coefficients	t-Statistics	P-Value	Result
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Self-Leadership → Work Satisfaction → Human Capital Performance (H7)	0.106	3.727	<b>0.000</b>	<b>Accepted</b>
Organizational Justice → Work Satisfaction → Human Capital Performance (H8)	0.093	3,800	<b>0.000</b>	<b>Accepted</b>
Work Environment → Work Satisfaction → Human Capital Performance (H9)	0.037	2,792	<b>0.005</b>	<b>Accepted</b>

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Based on the processed mediation test data results based on the indirect effect, it can be concluded that the work satisfaction variable can mediate the relationship between self-leadership and human capital performance, as evidenced by the acquisition of a p-value of 0.000, which is below 0.05. Furthermore, the work satisfaction variable has also been shown to mediate the relationship between organizational justice and human capital performance, as evidenced by the acquisition of a p-value of 0.000, which is below 0.05. Then the last hypothesis testing also concludes that the work satisfaction variable can mediate the relationship between the work environment and human capital performance, as evidenced by the acquisition of a p-value of 0.000, which is below 0.05.

## Discussion

Based on testing the first hypothesis (H1), obtained results lead to positive and significant results between self-leadership and work satisfaction. These results prove that the quality of self-leadership impacts the welfare and satisfaction of employees working in the organization. We believe that a leader's self-leadership role can assist employees in problem-solving, making decisions, and identifying current or future opportunities and challenges. This is what drives the effectiveness of the work of employees in producing a larger volume of work, and the implication will encourage increased job satisfaction. Furthermore, testing the second hypothesis (H2) confirmed that organizational justice has a positive and significant effect on work satisfaction. This study also corroborates the findings that describe the role of organizational justice as the second most contributing stimulant to employee job satisfaction. Transparent arrangements for the dimensions of distributive justice, procedural justice, and intersectional justice significantly impact employees' work comfort. Of course, this encourages employees to continue to carry out work following work cultural norms and values to create suitable job satisfaction.

The next study results also confirmed the third hypothesis (H3), namely the direct effect of the work environment on work satisfaction obtained positive and significant results. The availability of adequate workspace and facilities and good communication support between employees and superiors encourage a high work ethic during work. On the other hand, equal treatment at work between superiors and coworkers also creates a conducive environment. This is a factor that strengthens employees to keep working hard so that those who work can get the desired job satisfaction. Furthermore, testing the fourth hypothesis (H4) between the effect of self-leadership on human capital performance also obtained positive and significant results. The ability of employees to carry out self-observation when carrying out work will undoubtedly have implications for effective and efficient work results. Employees assessed by the company as working well and following the norms and values that apply in the company will be rewarded, which triggers employees to maintain and improve their performance day by day.

Furthermore, the results of this study also confirm the fifth hypothesis (H5), namely the direct influence of teamwork management on human capital performance, to obtain positive and significant results. Implementing participatory leadership from company managers and supporting equal responsibilities for each employee based on their job descriptions also encourage employee performance improvements. The manifestation of teamwork management shown by the common goals and ownership of relevant knowledge also impacts optimizing the performance of employees. Based on this, managers expect the adequate quality of work generated through the development of employee performance. The results of the last direct test, as outlined in the sixth hypothesis (H6), namely the direct effect of work satisfaction on human capital performance to obtain positive and significant results. Supportive working conditions and job promotion opportunities based on objective performance appraisals will undoubtedly improve employee performance.

Furthermore, based on the majority of employees recorded through online questionnaires, they like mentally challenging jobs. This triggers employees to work optimally so that managers provide open space for employees to be creative and maximize their abilities in carrying out their daily work. Supportive working conditions and job promotion opportunities based on objective performance appraisals will undoubtedly improve employee performance. Furthermore, based on most employees' opinions recorded through online questionnaires, they like mentally challenging jobs. This triggers employees to work optimally so that managers provide open space for employees to be creative and maximize their abilities in carrying out their daily work. Supportive working conditions and job promotion opportunities based on objective performance appraisals will undoubtedly improve employee performance. Furthermore, based on the majority of employees recorded through online questionnaires, they like mentally challenging jobs. This triggers employees to work optimally so that managers provide open space for employees to be creative and maximize their abilities in carrying out their daily work.

This study also confirms the indirect relationship of the mediating effect of work satisfaction on the influence of self-leadership, teamwork management, and work environment on human capital performance, which obtained positive and significant results. These results prove that job satisfaction is paramount to support and encourage the effectiveness of self-leadership, teamwork management, and work environment in influencing human capital performance. For example, suppose the employee's self-leadership can be appropriately implemented. In that case, fairness in work assignments reflected through the division of duties and professional responsibilities goes well and a conducive work environment. Then this will trigger employee job satisfaction, and the impact will improve their performance.

## **CONCLUSION AND RECOMMENDATION**

The management and maintenance of self-leadership, teamwork management, organizational justice, work environment, and work satisfaction are crucial things to be followed up by public and private sector organizations. The purpose of doing this is to ensure that employees' productivity and work efficiency can be maintained and that expectations are increasing day by day. An employee's role is crucial to achieving organizational goals together so that the essence of a capable self-leadership arrangement will encourage optimal performance. On the other hand, creating an environment where employees cooperate and are satisfied with their work is essential. Therefore, every employee has a role involvement following their respective portions. This will help them to use their full capabilities for better organizational performance. By paying attention to the elements of self-leadership, teamwork management, organizational justice, work environment, work satisfaction in every line of company management, we believe this will

increase the company's human capital performance in the future. For further research, the author recommends further researchers develop variables that are suspected to be the main predictors to encourage work satisfaction and human capital performance to provide complete recommendations regarding the development of human resource performance, especially for millennial workers.

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