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**Empirical Study on Employee Performance That is Influenced by Human Capital Through Affective Commitment Sub-District Employees in Indonesia****Yumhi<sup>1\*</sup>**<sup>1</sup>STIE La Tansa Mashiro

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**\*Email:** yumhiahmad@yahoo.co.id**ABSTRACT**

This study aims to explore employee performance which is influenced by human capital, and social capital through affective commitment. Using a causal study through a survey of sub-district employees throughout Indonesia who were taken by Pandeglang district using a purposive sample, a total of 68 samples were obtained. The method used is a quantitative survey method using path analysis. The results of the study found that human capital and social capital affected affective commitment, then human capital, and social capital affected employee performance, then affective commitment affected employee performance. The first and second structure tests show that human capital and social capital have a stronger influence on employee performance through affective commitment. The implication is that if human capital and social capital are increased, it will result in increased performance, in addition to increasing affective commitment. Thus, organizations need to consider the variables of human capital, social capital, and affective commitment in planning and developing human resources in the Pandeglang District.

**Keywords:** human capital, social capital, affective commitment, Job performance, Pandeglang District.

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### INTRODUCTION

The district is a government agency at the sub-district level that works by the mandate of Law no. 23 of 2014, for the government in the sub-district to run well it needs to be supported by employees who perform well. This research was conducted in sub-districts in Pandeglang Regency, totaling 35 sub-districts.

From the data collected in several sub-districts where observations were made, the SAKIP value obtained was 70.33% of the target of 100% with the realization of LAKIP of 71.25%. In sub-district employees in Pandeglang, it was found that employee performance was not optimal and according to observations it was known that around 23% of employees had relatively low human capital, including knowledge about work that was still lacking, and needed strengthening, There was 18% implementation of Technical Guidance (BIMTEK) ) is running only to the extent of aborting obligations, some employees have a low level of trust in leadership, as evidenced by many questions about the budget, mutual understanding between employees is still lacking, some employees have disputes over policy implementation in several activities, and shared values that bind group members have not grown optimally, and employees' emotional ties to the organization are still weak, there are still 15% of employees who are committed to very weak jobs processed from the 2022 LAKIP and SAKIP documents.

From the data above it can be seen that there are problems related to employee performance, employee performance is an individual performance that is conceptualized as actions and behaviors that are under individual control and contribute to organizational goals (Rotundo, 2002). Then employee performance is all employee behavior, both positive and negative, that contributes to organizational achievement (Colquitt et al., 2019). Furthermore, employee performance relates to quality, efficiency, and effectiveness (Ivancevich et al., 2014). Employee performance is the result or level of success of a person as a whole during a certain period (Nopitasari & Krisnandy, 2019). Individual performance is defined as the evaluative and episodic behavior that a person adopts toward his work, as a result of his cognitive abilities, personality, and experience, which provide value to the organization (Carlos & Rodrigues, 2016). Meanwhile, according to Quezada et al., (2019), Employee performance is the result of work achieved by a person or group of people in an organization. Employee performance dimensions include several types, classifications, or types. McShane & Glinow (2018:36) argues that there are three types of dimensions, the first is proficient task performance. The second type of task performance is adaptive task performance. The third type is proactive task performance. According to research (Perera & Weerakkody, 2018), the research found that human capital and social capital affect performance. Then (Huang et al., 2021) found that human capital, social capital, and psychological capital affect employee performance.

Human capital is defined as the skills possessed by the workforce and is considered a resource or asset, encompassing the idea that there is an investment in people (education, training, health) and that this investment increases individual productivity (Goldin, 2016). Then Gary S. Becker (1974), saw human capital as the value added to a worker when workers gain knowledge, skills, and other assets that are useful for employers or companies as well as for production and purchasing processes. Wossmann (2003) approach to human capital is closely related to some of the fundamental performance of the economy and the country. Previous studies provide sufficiently strong evidence to show that increasing human capital promotes the growth of national innovation capacity. According to Zeb et al., (2018) Human Capital consists of dimensions and characteristics, namely abilities, personality, skills,

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knowledge, influence, and behavior. This is clarified by Huang et al., (2021) who state that human capital is knowledge, competence, attitudes, health, and traits possessed by humans. The Human Capital Theory states that educational processes, values, and skills that are useful in humans can increase their learning capacity and productivity (Gary S. Becker, 1974). According to research (Perera & Weerakkody, 2018) research which found that human capital and social capital affect performance, also research (Huang et al., 2021) found that human capital, social capital, and psychological capital affect employee performance.

The next variable that affects employee performance is social capital. Social capital is the sum of resources, actual or virtual, that develop in an individual or group of individuals because of the ability to have a network that can last a long time in relationships that have been more or less institutionalized based on knowledge and mutual recognition (Luo et al., 2021). According to (Wardhani et al., 2018). Social capital is the features of social life—the networks, norms, and beliefs that enable participants to act together more effectively to pursue common goals. (Huang et al., 2021) stated that social capital can refer to norms or networks that enable people to take collective action. Social capital is that other people will respond as expected and support each other (Baig et al., 2021). Social capital depends on three keys, namely trust from the social environment and the actual expansion of obligations that have been fulfilled, information networks which are very important as a basis for action and norms, and effective sanctions in groups or a community that can support individuals to gain achievements (Cendani & Tjahjaningsih, 2016). Social capital is generally understood as the ability of individuals in organizations to work together (Erten & Türkmen, 2022). Social capital forms a network promoting the communication of information and knowledge which will affect employee performance (Swanson et al., 2020). Research findings (Perera & Weerakkody, 2018) state that there is an effect of social capital on employee performance.

Then the variable that affects employee performance is affective behavior. Affective commitment is an employee's emotional attachment to the organization because the organization has given what employees want (Ribeiro et al., 2021). According to Fernandez-Lores et al., (2016) affective commitment relates to members' emotional relationships with their organizations, familiarity with the organization, and member involvement with activities in the organization. Affective commitment is a feeling of emotional attachment to the organization and belief in organizational values (Robbins & Judge, 2009). Affective commitment according to Allen & Meyer (1996) can be measured through indicators of pleasure, a sense of belonging, emotional attachment, and personal meaning. A commitment that binds someone emotionally in the organization is called affective commitment (Niu, 2010). Employees with high affective commitment will show better performance than employees with low affective commitment because they have an emotional attachment that creates a sense of belonging to the organization and will always try to do better for the progress of the organization (Stouten et al., 2013). According to research by Pradhan, R. K., & Jena, L. K. (2017) affective commitment, continuance commitment, and normative commitment partially and simultaneously affect employee performance. Referring to this explanation, there is a research gap that found that human capital, social capital, and affective commitment each affect employee performance, but in reality, these three variables can exist but do not affect employee performance. Then, if it is related to the initial findings of observations with available data as well as with interviews and observations, it is clear that various problems related to the decreased performance of sub-district officials in Pandeglang Regency could have been influenced by each of these three variables.

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### METHOD

This study uses causal quantitative research methods using path techniques with regression analysis. The sample was obtained from 68 district employees, The data collection technique used in this study is a questionnaire. Researchers use this technique to obtain data about the effect of human capital, social capital, and affective commitment on employee performance. In this study, researchers used direct and closed questionnaires in the form of rating checks. The instrument was tested with the validity and reliability test.

Data processing is done through computer assistance with the SPSS 25. version. The analysis was carried out in two ways 1). Descriptive statistics and 2). Inferential statistics. Test the requirements of this study using the normality test and linearity test.

### RESULT AND DISCUSSION

The path coefficient values in this study are 1). The influence of human capital variables on affective commitment variables is  $(X1 \rightarrow X3) = 0.284$ . The results of empirical research found that human capital has a positive effect on effective commitment, this finding is supported by the results of previous research, on productivity (Goldin, 2016). The same as the research of Gary S. Becker (1974) and. Wossmann (2003 )stated that human capital has a direct effect on effective commitment, future researchers are advised to look for mediator variables that can explain the factors - factors that affect employee performance, especially the role of mediating variables. Then (Staufenbiel & König, 2010) found that human capital has a direct effect on effective commitment. 2). The influence of social capital variables on affective commitment variables is  $(X2 \rightarrow X3) = 0.398$ . The results of empirical research found that social capital has a positive effect on affective commitment, this finding is supported by the results of previous research, Gupta et al., (2018) stated that social traits have a significant relationship with the construct of affective commitment, especially if the role of mediation can strengthen testing factors that can explain the relationship between experience and social capital.

(Klein et al., 1999) states that affective commitment occurs because workers have high self-confidence so they easily find social capital in the work environment. Then Zhang et al., (2013) found that employees with a high level of awareness tend to do their job well because of their commitment to their ability to carry out their duties so that the social capital that occurs becomes a measure of high-performance satisfaction. 3). The influence of human capital variables on employee performance variables is  $(X1 \rightarrow Y) = 0.285$ . The results of empirical research found that human capital has a positive effect on employee performance, this finding is supported by the results of previous research (van Veldhoven et al., 2017) stated that performance appraisal is related to human capital and influences employee performance. Then Bakker, Demerouti, et al., (2012) stated that active learners can shape human capital and influence work outcomes and performance.4). The influence of social capital variables on employee performance variables is  $(X2 \rightarrow Y) = 0.355$ . The results of empirical research found that social capital had a direct positive effect on employee performance.

The findings of this study were reinforced by research that found that human capital and social capital affect employee performance. Bakker, Tims, et al., (2012) found that employees with a proactive personality will tend to remain involved in work and feel good even though the foreman given is very complex, conscious, and able to maximize their social capital in a productive work environment. Then Zhang et al., (2013) found that social capital directly affects employee performance. 5). The influence of the affective commitment

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variable on employee performance variables is  $(X_3 \rightarrow Y) = 0.225$ . The results of empirical research found that affective depression had a positive effect on employee performance. According to research by Pradhan, R. K., & Jena, L. K. (2017) affective commitment, continuance commitment, normative commitment partially and simultaneously affect employee performance, the role of the mediator was examined as a variable that links employee affective depression with performance, the results of the study found that affective commitment and ambiguity simultaneously and partially have a positive and significant effect. Against performance. Then (Beattie et al., n.d.) Beattie et al., (2014) tested two moderating variables that could affect the direction and effect of affective attention on performance, namely; triggering time for a task and task complexity, it was found that affective attention has a significant effect on performance mediated by task complexity.

The influence of human capital on employee performance through affective commitment,  $(X_1 \rightarrow X_3 \rightarrow Y) = 0.284 \times 0.225 = 0.509$ . Then social capital influences employee performance through affective commitment,  $(X_2 \rightarrow X_3 \rightarrow Y) = 0.398 \times 0.225 = 0.623$ . The summary of the path coefficient, direct effect, indirect effect, and the total influence of human capital (X1), social capital (X2), and affective commitment (X3) on employee performance (Y) is as follows:

**Table 1.** Summary of Direct and Indirect Effects

Variable Influence	Direct	Indirect (mediate X3)	Total
$(X_1 \rightarrow X_3)$	0,284	0	0,284
$(X_2 \rightarrow X_3)$	0,398	0	0,398
$(X_1 \rightarrow Y)$	0,285	0,509	0,794
$(X_2 \rightarrow Y)$	0,355	0,623	0,978
$(X_3 \rightarrow Y)$	0,225	0	0,225

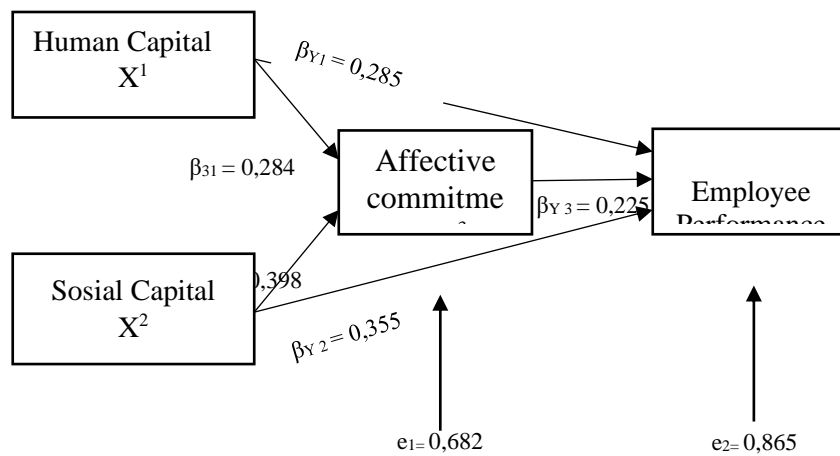
Source: data processed from SPSS 25

Based on the empirical data generated in this study, the theoretical model becomes:

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**Figure 1.** Empirical Causal Model

**DISCUSSION**

**a. Substructure 1**

**Table 2.** Affective Commitment Factors

Affective Commitment Factors	<b>B</b>	<b>t</b>	<b>Sig.</b>
Human Capital	0,284	2,371	0,021
Social Capital	0,398	3,326	0,001
R	= 0,614		
R Square	= 0,377		
F	= 20,893		
Sig.	= 0,000		
N	= 68		

**Source:** Data processed from SPSS 25

Based on the F count value of 20.893 greater than the  $F_{table}(\alpha; k; n-k) = (0.05; 2; 72-2) = 3.130$  and a significant value of 0.000 less than 0.05 this shows that simultaneously the variable human capital (X1) and the variable social capital (X2) has a positive and significant direct effect on affective commitment (X3). Taking into account the R Square value of 0.377, this means that simultaneously the influence of the human capital variable (X1) and social capital variable (X2) on affective commitment (X3) is 37.7% while the remaining 62.3% is influenced by other factors in outside this research model.

Further significance testing is continued with individual testing through the statistical parameter t. Based on the output coefficients table, the calculated t value of each predictor variable is  $X1 = 2.371$  and  $X2 = 3.326$  which is greater than the t table value  $(\alpha/2; n-k-1) = (0.05/2; 72-2-1) = 1.994$ . and refers to the significant value of the two variables, namely  $X1 = 0.021$  and  $X2 = 0.001$  which is less than 0.05. It can be concluded that partially the human capital variable (X1) has a positive and significant effect on the affective commitment variable (X3), social capital variable (X2) has a positive and significant effect on the affective commitment variable (X3).

These results provide the conclusion that simultaneously and partially, human capital and social capital can be used as predictor variables for affective commitment. By paying

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attention to the value of the beta coefficient for  $X_1$  is 0,284 and  $X_2$  is 0,398 the empirical causal effect between variables can be described through the equation  $Y = 0,284X_1 + 0,398X_2$ .

### b. Substructure 2

**Table 3.** Employee Performance Factors

Employee Performance Factor	$\beta$	t	Sig.
Human Capital	0,285	2,644	0,010
Social Capital	0,355	3,179	0,002
Affective Commitment	0,225	2,162	0,034
R	= 0,735		
R Square	= 0,450		
F	= 26,645		
Sig.	= 0,000		
N	= 68		

Source: Data processed from SPSS 25

Based on the F count value of 26.645 greater than the  $F_{table}(\alpha; k; n-k) = (0.05; 3; 72-3) = 2.740$  and a significant value of 0.000 less than 0.05 this shows that simultaneously the human capital variable ( $X_1$ ), social capital variable ( $X_2$ ), affective commitment variable ( $X_3$ ) has a positive and significant direct effect on employee performance ( $Y$ ). Taking into account the R Square value of 0.450, this means that simultaneously the influence of the human capital variable ( $X_1$ ), social capital variable ( $X_2$ ), and affective commitment variable ( $X_3$ ) on employee performance ( $Y$ ) is 45.0% while the remaining is 65.0 % is influenced by other factors outside this research model.

Further significance testing is continued with individual testing through the statistical parameter t. Based on the output coefficients table, the calculated t value of each predictor variable is  $X_1 = 2.644$ ,  $X_2 = 3.179$ , and  $X_3 = 2.162$  where the t value of the three variables is greater than the t table value  $(\alpha/2; n-k-1) = (0.05/2; 72-3-1) = 1.995$  and refers to the significant value of the three variables namely  $X_1 = 0.010$   $X_2 = 0.002$   $X_3 = 0.034$  less than 0.05. It can be concluded that partially the human capital variable ( $X_1$ ) has a positive and significant effect on the employee performance variable ( $Y$ ), the social capital variable ( $X_2$ ) has a positive and significant effect on the performance variable ( $Y$ ), affective commitment ( $X_3$ ) has a positive and significant effect on employee performance ( $Y$ ).

These results provide the conclusion that simultaneously and partially, human capital, social capital, and affective commitment can be used as predictor variables for employee performance. By paying attention to the value of the beta coefficient for  $X_1$  is 0.285,  $X_2$  is 0.355, and  $X_3$  is 0.225 the empirical causal effect between variables can be described through the equation  $Y = 0.285X_1 + 0.355X_2 + 0.225X_3$ .

### IMPLICATIONS

This research implies that employee performance can be improved by improving human capital, social capital, and affective commitment, where the results of the research show that both human capital, social capital, and affective commitment affect employee

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performance. These three factors can be taken into consideration by organizations in making policies that can be described as follows:

1. This study shows that human capital has a positive direct effect on affective commitment. The implication is that if human capital is increased, it will increase affective commitment. Human capital can be increased using the organization providing training both within the organization and training outside the organization, so that employee intelligence increases, employees master the job and employee behavior will get better.
2. This study shows that social capital has a positive direct effect on affective commitment. The implication is that if social capital is increased, it will increase affective commitment. Social capital is increased using the organization providing direction and forming a good environmental community, improving communication between people by holding family gatherings, social gatherings, and ngaliwet together. Occasionally there is a clean-up movement with cooperation, involving employees in recitation
3. This study shows that human capital has a direct positive effect on employee performance. The implication is that if human capital is increased, it will result in increased employee performance. Human capital can be improved using the organization providing training both within the organization and training outside the organization, so that employee intelligence increases, employees master the work and employee behavior will be better
4. This study shows that social capital has a positive direct effect on employee performance. The implication is that if social capital is increased, it will result in increased employee performance. Social capital can be increased using the organization providing direction and forming a good environmental community, improving communication between people by holding family gatherings, social gatherings, and ngaliwet together. Occasionally there is a clean-up movement with cooperation, involving employees in recitation
5. This study shows that affective commitment has a direct positive effect on employee performance. The implication is that if affective commitment is increased, it will result in increased employee performance. Affective commitment can be increased by forming a good work community by involving all employees in jobs that need acceleration and can be done together. Encouraging outstanding employees to work collectively by creating a work culture that helps each other.

### CONCLUSION

After calculating and discussing, it can be concluded as follows 1). There is a positive direct effect of human capital on affective commitment. This suggests that an increase in human capital will increase affective commitment. 2). There is a positive direct effect of social capital on affective commitment. This suggests that an increase in human capital will increase affective commitment. 3). There is a positive direct effect of human capital on employee performance. This shows that an increase in human capital will increase employee performance. 4). There is a positive direct effect of social capital on employee performance. This shows that an increase in social capital will increase employee performance. 5). There is a positive direct effect of affective commitment on employee performance. This shows that an increase in affective commitment will increase employee performance.

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