The Influence of Human Capital, Social Capital, and Intrinsic Motivation on Work Commitment and their Impact on Employee Performance at PT. Pos Indonesia Central Jakarta Branch

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Abstract

The purpose of this study was to assess the impact of human capital, social capital and motivation on work engagement and their effect on employee performance. Overall 120 respondents from PT. Pos Indonesia Central Jakarta Branch filled out the survey. The analytical method used is descriptive analysis and structural equation model (SEM). The results show that employee performance, human capital, social capital and the motivation behind them all play a positive and significant role. Finally, work serves as a mediator for employee performance among human capital, social capital, and intrinsic incentives. This research can help managers and organizations identify and manage the quality of existing human resources, encourage employee engagement and thereby improve employee performance and achieve business goals.

Keywords: Human Capital, Social Capital, Intrinsic Motivation, Work Commitment, Employee Performance.

A. INTRODUCTION

The knowledge, expertise, skills and abilities which make human beings (employees) capital or assets (Gaol, 2019). This initial potential must continue to be developed so that competencies continue to follow environmental dynamics. According to Thomson in Kaswan (2012), developing employees will generate positive economic value for the organisation compared to undeveloped employees. The abilities of employees who are created will also provide advantages compared to competitors, and the skills of these employees are also not easy for competitors to duplicate. In 2030 Indonesia will experience a Demographic Bonus. Suppose the increase in the quantity of the working-age population can be balanced with the quality of Human Capital. In that case, this strength can't lead to the power of the Indonesian economy. In this globalisation era where competition is very competitive at products and services, the labour factor is the main factor.

Table 1 Employee Performance Achievement of PT. Pos Indonesia Central Jakarta Branch

<table>
<thead>
<tr>
<th>No</th>
<th>Indicator</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>T</td>
<td>K</td>
<td>T</td>
</tr>
<tr>
<td>1</td>
<td>Presence</td>
<td>100%</td>
<td>80.12%</td>
<td>100%</td>
</tr>
<tr>
<td>2</td>
<td>Teamwork</td>
<td>100%</td>
<td>72.32%</td>
<td>100%</td>
</tr>
</tbody>
</table>

http://internationaljournal.net/index.php/endless
From table 1. above, we can see the work achievement of employees of PT. Pos Indonesia, Central Jakarta Branch For the last three years, it has been fluctuating but not significantly increasing every year. The average work performance is still 72-75% from the previous three years. Seeing this is a new challenge for the management of PT. Pos Indonesia, Central Jakarta Branch, how to improve employee performance to compete with companies in the private sector both in human capital, social capital, and the intrinsic motivation that employees have.

**The Influence of Human Capital on Employee Performance**

Accordingly to the study Kistyanto (2014), the impact of human capital on organizational involvement is positive and significant. This research is one way to involve human capital, including education, personal age and business ownership at an organizational level. The conclusion is that if human capital increases a high degree of work is established. If an organizational commitment is lacking, human capital is low. Ismiati's Research (2020) states that human capital has a significant and positive impact on work engagement and that human resources are of financial importance and human resources for our skills, knowledge, ideas and capacity. Meanwhile, the research of Wiratama (2017) found that human capital’s relationship to work performance was important but not good, it is inversely proportional. The picture of (Sugiono et al. 2019) Smartness Human capital is a combination of the capacity, knowledge, innovation and abilities of a person to achieve the goals of their duties and responsibilities.

**The Impact of Social Capital on the Performance of Employees**

The interaction of human resources and other resources within an organization is internal social capital. The interaction of human resources with other elements outside of the organization is external social capital, by contrast. If family or friends are separated and social interactions are cut off by other factors, social capital becomes weak or low (Field, 2005). Social capital is one of the capitals inherent in man. Nuremberg et al. (2018). In the research of Rahmat & Singular (2016), and Ghifari (2017), the effects of social capital on employee performance were positive and significant. In the meantime the study of Ghifari (2019) has shown negative effects on employee performance of social capital.
The Influence of Intrinsic Motivation on Employee Performance

Research by Mayoan et al. (2015) and Rahmah (2013) showed that motivating employees intrinsically affects employee performance positive and significantly. Nawawi says that the motivation of the employees is inherently an individual workforce who understands how important the work will be, in the quote from Jamhur (2015). Motivation is an individual motivation and external stimulation is not required. There’s a need to do something within a person. Intrinsically driven is also the purpose of the activities undertaken. Meanwhile research carried out by Muslih (2012) has shown that the motivation does not have a significant impact on employee performance. By increasing or decreasing the employee’s motivation level, it does not affect employee performance.

B. LITERATURE REVIEW

Human Resource Management

According to Edwin B. Filippo in Gaol (2019), Human Resource Management is the process of planning, organising or organising, directing, and controlling procurement, development, compensation, unification, maintenance, and separation/release of human resources to final goals. Individuals, organisations and communities that have been achieved. According to Ulrich in Rafsanjani (2016), the functions of Human Resources are divided into four positions, As strategic partner, administrative expert, champion of staff and changing agent in particular.

Employee performance

Employees and organizational performance have a critical and crucial role to play in providing other organisations, particularly in today's business environment, a competitive advantage. According to Rivai (2005), a person performs according to the standards and criteria set for the job. If the performance appraisal is done correctly, it will provide significant benefits for employees, supervisors, the HR department and the company (Rivai, 2005). Human Capital, Social Capital, Intrinsic Motivation, and Work Commitment.

According to Jac Fitz-and in Gaol (2019), Human capital is a hypothesis that needs to be directed to serve the company’s goals. This goal can, must, and is often demonstrated through a combination of economic and human purposes. According to Mayo (2000) in his journal entitled "The Role of Employee Development in the Growth of Intellectual Capital", human capital has five components that have different roles in creating corporate human capital, which ultimately determines the value of a company. HC affects organisational commitment as a result of research, and Kistyanto (2014). Because According to Ivancevish et al. (2006), employees who are committed tend to have better attendance records and longer tenure than less
completely committed employees

H₁: The work commitment of PT directly has a positive and substantial impact on human capital.

According to Windy, Gunasti in Rusdiana & Wijayanti (2014). Organisational commitment is a behavioural perspective where commitment is defined as consistent with activity (consistent lines of activity), Rahmat & Sinaula's research (2016) Social Capital and Commitment influence each other based on the above definition through the similarity components of Social Capital. According to Hudalah, Vidayani & Fisabilillah (2014) synthesised several of which include interaction and communication, the of values and norms, networks, trust, solidarity, and reciprocal models.

H₂: The PT work undertaking is directly influenced in a positive and significant way by social capital.

According to Hasibuan (2007), there are several factors of intrinsic motivation, including responsibility, reward, work itself, development, and progress. And according to Fithriani (2009), organisational commitment is a feeling of being part of the organisation, pride in the organisation, concern for the organisation, a strong desire to work for the organisation, and a strong belief in organisational values willingness to strive. The comparison above shows that high motivation will create a performance commitment to what is their responsibility in completing each job. So with high motivation, it will commit what his responsibility in completing each job (Candraningtyas et al.) is. So the results of this study show that reason influences organisational commitment, where this research is similar to what has been done by Liana and Irawati (2014).

H₃: The motivation intrinsically has a positive and significant direct impact on PT Work Commitment.

Wright Mayoan, Hamid and Maulana (2015) argue that the higher a person’s commitment to their duties, the higher the performance that will be generated, which leads to a higher level of assessment. Diefendorff et al., Rusdiana and Wijayanti (2014), employees will be more committed to work because they view the effort and understanding they give to the organisation as having a positive meaning for the welfare of the organisation and their interest.

H₁₀: The indirect effects of work commitments on employee performance at PT are positive and significant.

According to Mantis & Jackson in Kasmawati (2017), Human capital is the total value of an organisation’s human resources. Meanwhile, according to Wang & Shieh in Kasmawati (2017), The total value of human resources involves all staff in the organisation and their ability to complete their work to thrive. Human capital is in
the human being of employees; employee contributions are essential in determining organisational success (Follis, 2001). It is human capital that makes workers a unique resource for the organisation. This uniqueness has made human capital a source of organisational efficiency and effectiveness and is also considered a strategic administrative resource, according to Carmeli & Tishler in Kasmawati (2017).

H4: Human capital directly affects the work performance of PT's staff.

Changes in internal and external social capital will increase Widodo's organisational performance in Marka and Sugiyanto (2017). The company's marketing performance relies heavily on social capital, both internal and external, owned and developed by Ferdinand in Marka and Sugiyanto (2017). Andriani in Marka and Sugiyanto (2017) and employee social capital are significant because it affects employee performance, affecting organisational performance, Akdere in Rusdiana & Wijayanti (2014).

H5: The performance of PT employees is directly influenced by social capital, which is positive and significant.

The positive relationship between motivation and employee performance suggests Marjani in Mayoan, Hamid and Maulana (2015). The high condition of employee motivation was shown in this study to be linked with the tendency to achieve a relatively high level of employee performance. Employees with a high reason will do their utmost to achieve the company's objectives. Rivai (2005) states that "Basically, motivation can spur employees to work hard so that they can achieve their goals.

H6: The motivation of PT. Pos Indonesia Central Jakarta branch has an impact on the performance of employees.

Human Capital, Social Capital, Intrinsic Motivation, Work Commitment and Employee Performance

Yang & Lin in Kasmawati (2017) Human capital is a core asset in an organisation, including knowledge, skills, experience, competence, attitudes, commitment, and individual personality characteristics. Meanwhile, according to Jac Fitz-Enz in Kasmawati (2017), Human capital is a combination of skills, motivation, involvement and workforce commitment.

H7: Human capital through work commitment indirectly positively and significantly affects Employee Performance at PT. Pos Indonesia Central Jakarta Branch.

According to Red in Nurhayati & Ni’mah (2017), company resources are created through the social interaction of values between developing companies. Resources obtained from the process of social interaction are called social capital. This interaction describes goals and trust or trust between each other to create value that facilitates the actions to be achieved together (Ghosal & Tsai (1998). Meanwhile,
according to Mulyaningsih (2016), organisational commitment is essential for companies in operational processes. Likewise, organisational commitment has an indispensable role for individual members of a company to build cooperation, foster morale, and create loyalty.

H: Social capital through work indirectly positively and significantly impacts the performance of PT Pos Indonesia Central Jakarta Branch.

Intrinsic motivation can affect work performance through work commitment based on the following aspects: responsibility for tasks, physiological needs, and the right job according to the expertise possessed. Companies that can produce high performance usually have reliable human resources with solid work motivation and have a high commitment to achieving company goals and missions.

H: Intrinsic motivation through work commitment directly has a positive and significant effect on Employee Performance at PT. Pos Indonesia Central Jakarta Branch.

**Work Commitment Mediation Function on the relationship between Human Capital, Social Capital, and Intrinsic Motivation**

Employees who have high organisational commitment are employees who prioritise the interests of the organisation rather than their interests. These employees tend to work optimally and have good performance (Efendy & Maharani, 2017). Mguqulwa said in Yamali's (2017) research; organisational commitment has a close relationship with employee performance, namely the more substantial organisational commitment, the employee performance will increase. According to Yamali (2017), organisational commitment is a partial mediating of competency variables. Meanwhile, according to Mulyaningsih (2016), organisational commitment has an essential role for companies in the operational process. Likewise, organisational commitment has a critical role in individual members of a company to build cooperation, foster morale, and create loyalty. Positively affect the intrinsic motivation of employee performance as an organizational mediator. The higher the organizational commitment, the greater the indirect effect on employee performance from the intrinsic motivation.

H: Human capital has a positive and important impact on the performance of employees through the organizational commitment of the PT. Pos Indonesia Central Jakarta Branch.

H: Social capital has a positive and significant impact on the performance of employees through the organization of PT. Pos Indonesia Central Jakarta Branch.

H: Effects of intrinsic motivation on the performance of employees are positive and meaningful, as mediated by organizational commitment in PT. Pos Indonesia
C. METHOD

The quantitative description of this type of research. The aim of the study is to describe the situation characteristics of research to investigate the causes of a certain symptom. This descriptive analysis is used to find out the description of employee performance, Sugiono (2009). Descriptive research is also used to determine the frequency distribution of respondents based on the questionnaires that have been collected and tabulated.

According to Hair et al. (2014), a technique for determining the number of samples used is that the appropriate sample size for SEM is between 100-200 samples. In the SEM method, the number of pieces required is at least five times the number of indicator variables (Ferdinand (2014). As for the sampling technique, a saturated sampling technique is used, namely the sampling technique, when all population members are used as samples (Sugiyono, 2012). Then the number of pieces to be used in this study amounted to 120 people.

SEM is processed with a two-stage approach, namely: 1) Structural analysis, which includes the overall model fit test, causal relationship analysis and hypothesis testing results; and 2) Analysis of the measurement model using the fittest (GOFI), validity test, a reliability test to measurement analysis states the result is suitable (fit).

D. RESULT AND DISCUSSION

The results of the study for the relationship between variables are shown in Figure 2 below:

![Figure 1. Research Model](image)
Figure 2. Relationship between Variables

The goodness of fit test results show that the suitability test of this model produces a good acceptance with the Chi-Square value smaller than the Chi-Square table, the probability is more significant than 0.05 and the CMIN / DF, RMSEA, CFI, TLI values. IFI, PNFI and PGFI have met the recommended values. According to Ghozali (2011), the chi-square, probability, RMSEA, CFI, TLI, IFI, PNFI, PGFI and CMIN/DF values have met the criteria in the SEM. The results of the Full Model Fit test are summarised in table 2.

Table 2. Model-Goodness-of-fit Test

<table>
<thead>
<tr>
<th>Goodness of Index</th>
<th>Cutt-off value</th>
<th>Model Result</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chie-square</td>
<td>0.115 ≥ 0.05</td>
<td>41.781</td>
<td>Good Fit</td>
</tr>
<tr>
<td>Probability</td>
<td>≥ 0.05</td>
<td>0.115</td>
<td>Good Fit</td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>≤ 2</td>
<td>1.306</td>
<td>Good Fit</td>
</tr>
<tr>
<td>GFI</td>
<td>≥ 0.90</td>
<td>0.947</td>
<td>Good Fit</td>
</tr>
<tr>
<td>TLI</td>
<td>≤ 0.870</td>
<td>0.90</td>
<td>Good Fit</td>
</tr>
<tr>
<td>RMSEA</td>
<td>≤ 0.08</td>
<td>0.051</td>
<td>Good Fit</td>
</tr>
<tr>
<td>AGFI</td>
<td>≤ 0.870</td>
<td>0.90</td>
<td>Good Fit</td>
</tr>
<tr>
<td>CFI</td>
<td>≥ 0.95</td>
<td>0.982</td>
<td>Good Fit</td>
</tr>
</tbody>
</table>

Source: Amos 22 Processing Results (2020)
Table 3. Regression Weights: (Group number 1 - Default model)

<table>
<thead>
<tr>
<th>Commitment Work</th>
<th>&lt;= Human Capital</th>
<th>Estimate</th>
<th>SE</th>
<th>CR</th>
<th>P</th>
<th>Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment Work</td>
<td>&lt;= Social Capital</td>
<td>.240</td>
<td>.080</td>
<td>2.995</td>
<td>.003</td>
<td>Par_25</td>
</tr>
<tr>
<td>Commitment Work</td>
<td>&lt;= Intrinsic Motivation</td>
<td>.850</td>
<td>.132</td>
<td>6.447</td>
<td>***</td>
<td>Par_26</td>
</tr>
<tr>
<td>Commitment Work</td>
<td>&lt;= Commitment Work</td>
<td>1.190</td>
<td>.445</td>
<td>2.672</td>
<td>.008</td>
<td>Par_21</td>
</tr>
<tr>
<td>Commitment Work</td>
<td>&lt;= Human Capital</td>
<td>.210</td>
<td>.047</td>
<td>4.482</td>
<td>***</td>
<td>Par_22</td>
</tr>
<tr>
<td>Commitment Work</td>
<td>&lt;= Intrinsic Motivation</td>
<td>.281</td>
<td>.111</td>
<td>2.524</td>
<td>.012</td>
<td>Par_23</td>
</tr>
<tr>
<td>Commitment Work</td>
<td>&lt;= Social Capital</td>
<td>.182</td>
<td>.080</td>
<td>2.279</td>
<td>.023</td>
<td>Par_24</td>
</tr>
</tbody>
</table>

Source: Amos 22 Processing Results (2020)

Table 4. Sobel Test

<table>
<thead>
<tr>
<th>Path</th>
<th>Relation</th>
<th>Path Coefficient</th>
<th>Indirect Influence</th>
<th>Standard Error</th>
<th>t-count</th>
<th>t-table</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>a</td>
<td>b</td>
<td>a.b</td>
<td>Sa</td>
<td>Sb</td>
<td>Sab</td>
</tr>
<tr>
<td>HC-KO-KI</td>
<td>HC-KO</td>
<td>0.064</td>
<td>0.047</td>
<td>2.72</td>
<td>1.96</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>KO-KI</td>
<td></td>
<td>0.797</td>
<td>0.051</td>
<td>0.445</td>
<td>0.0187</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SC-KO-KI</td>
<td>SC-KO</td>
<td>0.564</td>
<td>0.080</td>
<td>3.50</td>
<td>1.96</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>KO-KI</td>
<td></td>
<td>0.797</td>
<td>0.449</td>
<td>0.445</td>
<td>0.1280</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MI-KO-KI</td>
<td>MI-KO</td>
<td>0.415</td>
<td>0.132</td>
<td>2.31</td>
<td>1.96</td>
<td>Significant</td>
<td></td>
</tr>
<tr>
<td>KO-KI</td>
<td></td>
<td>0.797</td>
<td>0.330</td>
<td>0.445</td>
<td>0.1427</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Data processed (2020)

Table 5. Coefficient of Direct and Indirect Effect

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Path</th>
<th>Path Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>HC-KO</td>
<td>0.064</td>
</tr>
<tr>
<td>H2</td>
<td>SC-KO</td>
<td>0.564</td>
</tr>
<tr>
<td>H3</td>
<td>MI-KO</td>
<td>0.415</td>
</tr>
<tr>
<td>H4</td>
<td>HC-KI</td>
<td>0.748</td>
</tr>
<tr>
<td>H5</td>
<td>SC-KI</td>
<td>0.450</td>
</tr>
<tr>
<td>H6</td>
<td>MI-KI</td>
<td>0.606</td>
</tr>
<tr>
<td>H7</td>
<td>HC-KO-KI</td>
<td>0.051</td>
</tr>
</tbody>
</table>
The findings of this test data analysis show that human capital has a positive and significant impact on labor commitments, as demonstrated by the CR value of 3.046 and the importance value of 0.002. This means that the more human capital employees own in their work, the greater their commitment to work. Vice versa, if the human capital owned by employees decreases, it will cause a decrease in employee commitment to work at PT. Pos Indonesia Central Jakarta Branch. These results are following the results of research by Kistyanto (2014), Ismiati (2020).

The data analyzes through this test reveal the positive and significant impact of social capital on labor commitments. The CR value of 2.995 and the meaning value of 0.003 prove this. This will result in an increase in the commitment to employment, the higher the share capital owned by employees in their work. Vice versa, if employee social capital is reduced, PT. Pos Indonesia, central Jakarta branch will cause a reduction in employee labor. The results of the Firdaus and Mulyapradana research follow these findings (2018).

The results of the analyzes by means of this test show that intrinsic motivation affects work commitment positively and significantly. The CR value of 6.447 and the meaning value of 0.001 (**) are proof of this. The higher the intrinsic motivation of employees in their work, the more the commitment of work will be increased. Likewise, if the motivations of the employees decline, there will be a decrease in PT. Pos Indonesia Central Jakarta Branch’s work commitment. The results are based on Widyaputra and Dewi research (2018), Samuel and Septiana research research (2020) and Rahmah research findings (2013).

The analysis results reveal a positive and significant impact on the performance of employees by Human Capital; the CR value of 2.524 and the 0.001 value (**). The higher the amount of human capital available for employees, the higher the employees’ performance. Conversely, if staff owned human capital declines, the PT. Pos Indonesia Center-Jakarta Branch’s performance will decrease. These findings are based on research results by Kasmawati (2017), Ismiyati (2020), Prasetya et al. (2016), and Rajak et al. analyses (2018).

The higher the social capital of employees performing their work, the higher the performance of the employee. Vice versa, if employee social capital decreases, PT. Pos Indonesia, Central Jakarta Branch would result in a decrease in employee performance. These results are the result of research conducted in Rahmat and Sinaula (2016), Ghifari (2017), Andriani in Marka & Sugiyanto (2017).
That means that the greater the motivation employees have in their work, the greater the employee’s performance. Also, if the intrinsic motivations of employees decrease, PT. Pos Indonesia Central Jakarta Branch will result in a decrease of employee performance. The results are based on Widyaputra and Dewi research (2018), Samuel & Septiana research (2020) and Rahmah research findings (2013).

The results of this analytical data demonstrate the good and important effect on employee performance of human capital (more than 1.96), which is shown by a t–worth of 2.72 and can be measured. PT. Employees in Pos Indonesia, Central Jakarta Branch, PT performance improvement. Work commitments do not, however, increase HC’s impact on employee performance. Because competent staff are usually very well aware, with or without them, of organizational work commitments. According to Jac Fitz-Enz in Kasmawati, human capital is a combination of skills, motivation, involvement and employee involvement (2017).

Work engaging could increase employee performance by strengthening the influence of social capital because organizing commitment is an essential part of the reciprocal connection and trust commitment in PT. Pos Indonesia, central Jakarta. The study results are consistent with Paradise’s research findings (2018).

As is demonstrated by the value of 2.31 (greater than 1.96), thus enabling work engagement to be mediated to improve PT. Pos Indonesia’s Central Jakarta Branch’s performance. Intrinsic motivation research by Triadi et al. (2019) positively affects employee performance as a mediating variable with organizational commitment. Increased corporate engagement, greater indirect influence can be demonstrated and interpreted on employee performance. Research by Mahmud et al. (2015) has also demonstrated that company commitment has a positive and substantive impact on the mediation variable of worker motivation.

In this test, the variable of employment commitment positively influences the employee’s performance variable, which means the higher the employee’s commitment to the company, the higher the performance of the employee. Vice versa, PT, Pos Indonesia, Central Jakarta Branch, will produce a low employee commitment if the employee’s work commitment is low. These results are consistent with the findings of research conducted by Rivai (2005), Mardiyana et al. (2019), and Tambrin et al. (2018).

E. CONCLUSION

This study shows the importance of human capital, social capital, intrinsic motivation, work commitment, and employee performance. The research findings have confirmed previous studies that human capital, social capital, inherent reason can improve employee performance. Likewise, work commitment has been proven
to mediate human capital, social capital, and intrinsic motivation in enhancing employee performance.

REFERENCES