

# THE EFFECTS OF HUMAN CAPITAL DEVELOPMENT, AND WORK DISCIPLINE, AGAINST EMPLOYEE'S PERFORMANCE AT PARK HOTEL JAKARTA

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## ABSTRACT

**Purpose-** . Aiming to measure the human capital development and work discipline against employee's performance at Park Hotel, Jakarta

**Design/methodology/approach-** A questionnaire survey to employees Park Hotel, Jakarta. The sample were 100, selected by purposive, within a single organization supported by interviews. Data analyzed by multiple regression using SPSS version 20

**Findings-** Overall tests done, it is concluded that work discipline has a very strong effect against the employee's performance. This is also still positively effected, the human development program and work discipline have effected Employee's performance, simultaneously.

**Research limitations-** The limitation of this research lies on its scope of object, and the limited variables involved. It is then suggested for the next research that other variable such as compensation, and other exogen variable can be deployed too.

**Practical implications-** The manager of human resource shall maintain and develop the potential of employees by providing a combination of human resource development. There are many choice to choose from training, education, rotation, vestibule, vide show, including self esteem program. Additionally a main area to evaluate the existing compensation, as it has a bigger effect on employee's performance.

**The Originality-** This is done exclusively for the Park Hotel as a single company that may applicable therein, and therefore it easier to be improved.

**Key words** : Human capital, Work discipline, employee's performance

## ABSTRAK

**Tujuan-** . Penelitian ini bertujuan mengukur pengembangan modal manusia, dan disiplin kerja terhadap kinerja karyawan di Park Hotel, Jakarta

**Metodologi Penelitian-** Kuesioner dirancang guna melakukan survei karyawan Park Hotel, Jakarta. Sebanyak 100 sampel dipilih dengan tujuan tertentu (purposive) di Park Hotel ditambah dengan wawancara. Data yang diperoleh diolah dengan teknik analisis regresi berganda menggunakan alat SPSS versi 20

**Temuan-** Dari semua hasil uji yang dilakukan, ditemukan bahwa disiplin merupakan factor berdampak paling kuat terhadap kinerja karyawan. Pengembangan sumber daya manusia (SDM) melalui program pelatihan dan pendidikan berpengaruh secara simultan terhadap kinerja karyawan.

**Keterbatasan Penelitian-** Penelitian ini dilakukan di satu obyek penelitian yang belum tentu dapat diterapkan di tempat lain. Selain itu, terbatasnya variable sesuai tingkat masih memungkinkan adanya penelitian lanjutan demi akurasi, seperti kompensasi.

**Implikasi Manajerial-** Manajer SDM harus memelihara dan mengembangkan potensi karyawan dengan memberikan kombinasi metode dan teknik pengembangan SDM.

Metodenya melalui pelatihan, pendidikan, rotasi, Vestibule, video, dan pengembangan diri, dan penegakan disiplin

**Originalitas penelitian-** Penelitian dilakukan secara eksklusif di satu obyek, agar hasilnya dapat diterapkan demi perbaikan berkelanjutan di park Hotel.

**Key words** : Human capital, Work discipline, employee's performance

## Introduction

Human resource development is an opportunity to upgrade the individual capacity as well as team work. The Learning Opportunity is designed to help employees in improving their competency and capacity at the end. The competency that covered the area of skills in doing or delivery the services of product, knowledge of all things related to the skills needed, and attitude in how things should be done, accordingly[1].

It is proposed by Prabu [2] that human resource development is defined in managing, empowering of every person in a company. This is aimed to maximize individual potential to perform at his best. Human development covering the area of training, education, orientation, rotation, performance evaluation, feedback, and compensation. The compensation is the return to individual on the one side, and for the productivity, and profitability on the other side to a company. Management of human development consist of planning, organizing, actuating, controlling, directing, and coordinating [3].

## Human Development

Human development is the process of transformation. Transformation in upgrading skills, knowledge, and attitude in particular area of job and assignment, in this case in every department of Park Hotel[4]. Since every department with different tasks and duties, it is possible to conduct gradual training, and education. In many cases, rotation is also a manifestation of the competency development[5]. All planning depend on the company activities, on daily basis up to the yearly basis. As far as development progress will add up return

on investment for both employee, and owner of the company, it is a good and reasonable process, and policy.

Every challenging in a company should be faced by the human resource competencies, machines don't make things, people do[6]. The challenging may come from various points, such as skill's and machine, or tools, or software obsoletes. Changes in social and economic condition may lead to challenges in a company. A lot of factor that influencing the needs to improve competency due to a variety of talents in a n organization[2]. Handoko[7] also referring to a benefit of avoidance of staff's absenteeism by developing skills of people in organization. Today, with progress in all respects, human is facing new challenges in many different fields as if progress in turn creates new problems. Nothing is stable, but things run dynamically. Over a century, the nature of working has been changed widely, and still these changes are in progress[8]. It is therefore hyphothesized that Human capital development has a postive effect on employee's performance at Park Hotel, Jakarta

H<sub>1</sub> : Human capital development has a positive effect on employee's performance at Park Hotel, Jakarta

## Discipline at Work

Prabu has proposed[2] that discipline is management action to enforce organization standards. Discipline is a consistent action, attitude, and treatment on all operational aspect to deliver company goals, and targets. The consistent implementation of discipline day by day build the mountain of management authority and existence[9]. Decadency of

morality is happened when discipline of the management are not in due care, and due diligence[7]. According to Malayu [10], the more discipline staffs, the more, and the higher performance they can deliver. In Jakarta, for instance, the employee from suburb facing heavy traffic jam. They do action of anticipation and at the same time they do also practicing discipline, as they can get earlier to their own work place. This phenomenon is a way for management to give the more tasks and rewards. They have the chance to take it, as they have been in the office by 7 o'clock or even earlier. This kind of discipline is a good way to practice consistently. It is also able to remove stress. Stress is negatively related to employee's job satisfaction which support Kaplan [11], and Keller [12]. As the consequences, inadequate monitoring and reward are the prime reasons of causing stress in employees. Afterward this stress reduces their efficiency. Thus it was recommended that employer should minimize stress by lowering the work load, but tight in discipline to guarantee productivity[11].

There are many factors that affecting implementation of discipline. Goals, capacity and capability, as said by Hasibuan[13]. Beside that, the model is necessary in place. The world load also possible to neglect discipline. If it is too heavy, or too much. The results obtained from the data revealed that workload and role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees, and this stress reduces their efficiency. Thus it was recommended that employer should minimize stress by lowering the work load[9]. On the other hand the principle of The right man in the right place and the right man in the right job. Lack of financial rewards, Inflexibility in work hours, Personal issues, Low control over the work environment and Bureaucratic management system are negatively correlated with employee's productivity while lack of financial

rewards contributed more in creating job stress among the public health sector employees. It is therefore hypothesized that Discipline has a positive effect on employee's performance at Park Hotel, Jakarta

H<sub>2</sub> : Discipline has a positive effect on employee's performance at Park Hotel, Jakarta

## **Performance**

Job performance or actual performance is the achievement that reached by somebody[2]. Performance indicated by quality and quantity of tasks delivered. In this case, the management of performance is needed. Sedarmayanti [14] said that this management covering a process of understanding that should be achieved in of the people in the organization able to deliver it. The activities of an organization is driven by employee or human resource in organization, this stated by Sutrisno[15]. As a group of people may be deployed in doing tasks, the standard operating procedure(SOP) is a must to synchronize between one each other.

The previous research done by Hersona in district of Karawang on human resource, found that there is a positive effect between human capital development against the performance of employees in Karawang District, A government office, especially in division of training and education[16]. On the other hand Hidayati has also held a research on the influence of discipline against the employee's performance in P.T. Kemilau Indah Permana, Kranggan, District of Bogor. Hidayati found that discipline has a positive effect against employee's performance in the above company[17]. Both researchs had been analyzed using multiple regression method. Mansoor et.al. had also found in their research that job satisfaction has a positive influence against job performance [18]. It is

therefore hypothesized that Employee's Performance has a positive effect on employee's performance at Park Hotel. H<sub>3</sub> Employee's Performance has a positive effect on employee's performance at Park Hotel, Jakarta

## Research Methods

This research is a descriptive and quantitative methods. The value of individual variable can be measured and compare each other [19]. The sample are selected from the employee of Park Hotel Jakarta. The designed questionnaire is employed to collect primary data from 100 respondents. Descriptive analysis, and quantitative methods are applied in this research with multiple regression analysis.

## Findings and Discussions

The instrument with Likert Scale and its validity is tested as presented hereinunder.

**Table 1 Likert Scale**

Respondent's reply	Score
Strongly Not Agree (SNA)	1
Not Agree (NA)	2
Neutral (N)	3
Agree (A)	4
Strongly Agree (SA)	5

Source : Questionnaire, analyzed

## Profile of Respondent

At the above table, it is presented that female is in majority. The nature of work fits to female that necessary to be known the reason behind it. Hence, by group of age is presented hereunder.

**Table 2 Respondent By Gender**

Gender	Frequency	Percentage
Male	68	68%
Female	32	32%
Total	100	100%

Source : Questionnaire, analyzed

**Table 3 Respondent By Age**

Range of age	Respondent	Percentage
16-20 tahun	14	14%
21-30 tahun	58	58%
30-40 tahun	23	23%
>40 tahun	5	5%
Total	100	100%

Source : Questionnaire, analyzed

About 81% employees consist of a group of age from 21 to 40 years old. This is the very productive age that contribute to operational, and supervisory of services and production to be delivered by the company.

**Table 4 Respondent By Section or Department**

Section/departement	Respondent	Percentage
Front Office	11	11%
Housekeeping	24	24%
Engineering	9	9%
Kitchen	20	20%
Restaurant	10	10%
Banquet	12	12%
Back office/Office hours	14	14%
Total	100	100%

Source : Questionnaire, analyzed

While distribution of employees done by every section or subdivision of human resource that takes management in upgrading their capacity. The productivity can be adopted by every employee.

**Table 5 Human Development Program (X<sub>1</sub>)**

No	Statement	5(SA)		4(A)		3(N)					
		F	P	F	P	F	P	F	P	F	P
1	Human Development Program is a must	24	24%	70	70%	4	4%	1	1%	1	1%
2	Human Development Program is an effective way to cope with challenges	13	13%	38	38%	36	36%	11	11%	2	2%
3	Rotation is one of the effective method for human development	10	10%	51	51%	11	11%	27	27%	1	1%

Next Table

No	Statement	5(SA)		4(A)		3(N)		F	P	F	P
		F	P	F	P	F	P				
4	Training is one of the effective method for human development	18	18%	30	30%	21	21%	28	28%	3	3%
5	Temporary assignment is also regarded as a proper development	29	29%	52	52%	16	16%	2	2%	1	1%
6	Case study program is also regarded as a appropriate development	19	19%	41	41%	28	28%	11	11%	1	1%
7	Role playing assignment is also regarded as a appropriate development	19	19%	56	56%	24	24%	1	1%	0	0%
8	Business game assignment is also regarded as a appropriate development	20	20%	52	52%	24	24%	4	4%	0	0%
9	Vestibule Method training assignement is also regarded as appropriate development	38	38%	46	46%	13	13%	2	2%	1	1%
10	Orientation assignement is also regarded as appropriate development	16	16%	69	69%	12	12%	2	2%	1	1%
11	Formal higher education assignment is also regarded as a appropriate development	23	23%	53	53%	21	21%	2	2%	1	1%
12	Video presentation is also regarded as appropriate development	23	23%	46	46%	26	26%	3	3%	2	2%
13	Conference is also regarded as a appropriate development	16	16%	69	69%	12	12%	2	2%	1	1%
14	Programmed instruction is also regarded as a appropriate development	23	23%	53	53%	21	21%	2	2%	1	1%

Source : Questionnaire, analyzed

Formal higher education assignment is also regarded as a proper development Human Development Program. The central argument embraces applying human capital concepts in integrated business applications in a fashion that captures how human capital is developed, harnessed, and translated into productivity. Immediately, it is apparent that more than literacy, numeracy, and critical thinking are

essential in the learning and human capital accumulation process. Many aspects of what we learn, how we learn, and how we apply what we learn are the micro variables building blocks of human capital. Motivation, memory, schema, elaboration, and contextualism are just a few of these human capital building blocks [20]. It is then discipline implementation is done below.

**Tabel 6 Discipline at Work (X<sub>2</sub>)**

No	Statement	5(SA)		4(A)		3(N)		2(NA)		1(SNA)	
		F	P	F	P	F	P	F	P	F	P
1	Goals and capacity support the discipline of employee	20	20%	29	29%	32	32%	17	17%	2	2%
2	Leader as a model is able to support the discipline of employee	11	11%	44	44%	36	36%	8	8%	1	1%
3	Compensation and welfare is able to support the discipline of employee	41	41%	49	49%	10	10%	0	0%	0	0%
4	Equity is able to support the discipline of employee	36	36%	50	50%	10	10%	2	2%	2	2%
5	Controlling is able to support the discipline of employee	39	39%	52	52%	6	6%	1	1%	2	2%
6	The proper Sanction is able to support the discipline of employee	36	36%	49	49%	12	12%	2	2%	1	1%
7	The decisive acion by leader is able to support the discipline of employee	50	50%	43	43%	4	4%	2	2%	1	1%
8	The harmony of human communication the discipline of employee	40	40%	46	46%	9	9%	2	2%	3	3%

Source : Questionnaire, analyzed

Although Leader as a model is able to support the discipline of employee, it is not comparable to compensation and welfare. The result of this research find

that compensation and welfare of employee is the priority in the presence of controlling to support discipline of employee in organization.

**Tabel 7 Performance of Employee (Y)**

No	Statement	5(SA)		4(A)		3(N)		2(NA)		1(SNA)	
		F	P	F	P	F	P	F	P	F	P
1	Performance is the way to achieve goals	37	37%	21	21%	23	23%	17	17%	2	2%
2	Goals is a vivid direction of road of performance	12	12%	44	44%	38	38%	4	4%	2	2%
3	Performance standard is the way to achieve goals	37	37%	45	45%	11	11%	5	5%	2	2%
4	Feedback is the way to achieve goals	38	38%	50	50%	10	10%	1	1%	1	1%
5	Tools and facilities is the way to achieve goals	36	36%	51	51%	10	10%	1	1%	2	2%
6	Compensation is the way to achieve goals	34	34%	50	50%	11	11%	2	2%	3	3%
7	Motivation is the way to achieve goals	38	38%	53	53%	7	7%	1	1%	1	1%
8	Employee has a room to perform their best	34	34%	48	48%	18	18%	0	0%	0	0%

Source : Questionnaire, analyzed

When employee has a room to perform their best with the proper feedback there is the way to achieve goals. Employee also needs Tools and facilities to support employee to achieve company and individual goals. However, compensation is one of priority and the way to achieve goals, and performances[20].

### Classic Assumption Test

#### Normality of Data

This test using SPSS versiion 20.

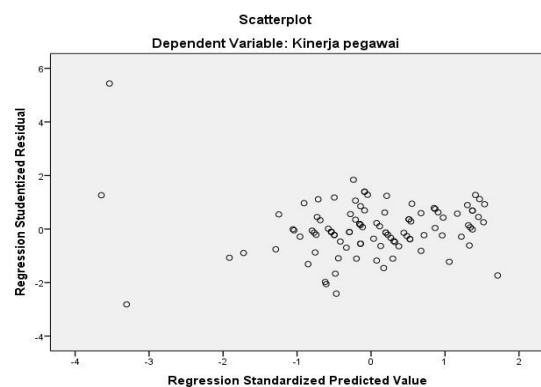
**Table 8 Normality**

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	1,42341671
Most Extreme Differences	Absolute	,082
	Positive	,061
	Negative	-,082
Kolmogorov-Smirnov Z		,822
Asymp. Sig. (2-tailed)		,509
a. Test distribution is Normal		
b. Calculated from data		

Source: SPSS 20 For Windows (Data, analyzed)

The result by degree of confident 5%. It is found by Kolmogorov Smirnov test that  $0,822 > 0,05$ . It is concluded that assumption of normality is fullfilled.

### Heteroscedastisity Test



**Figure 1. Heteroscedastisity Test**

The scattered dots in figure 1 above meaning that there is no multicoleneariyt in the regression. It fulfill one of the classic assumption, then. The coefficient is found hereunder.

## Multicollinearity

**Table 9 Multicollinearity Coefficients<sup>a</sup>**

	Tolerance	VIF
Pengembangan SDM	,615	1,625
Disiplin kerja	,615	1,625

Source: SPSS 20 For Windows (Data, analyzed)

The value of VIF (*Variance Inflation Factor*). Is more than 0.10. It is concluded that there is no multicollinearity happened.

## Linearity Test

**Table 10 Linearity Test**

		ANOVA Table				
		Sum of Squares	Df	Mean Square	F	Sig.
Human Development * Employee's Performance	Linearity	2000,622	1	2000,622	82,355	,000
Work Discipline * Employee's Performance	Linearity	1851,125	1	1851,125	1493,919	,000

Source: SPSS 20 For Windows (Data, analyzed)

The value of significance ( $X_2$ ) at the linearity 0,000. This result is less than

0,05, so it is concluded that linearity test is fulfilled.

## Multiple Linear Regressio

**Table 11 Multiple Linear Regression Test**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	1,909	1,196	
Human Development	0,056	0,026	0,090
Work discipline	0,844	0,04	0,887

a. Dependent Variable: Employee's performance

Source: SPSS 20 For Windows (Data, analyzed)

It is found that Employee's Performance equal to:  $1,909 + 0,056$

$(\text{Human Development}) + 0,844 (\text{Work Discipline})$ .

## F-test

**Table 12 Simultaneous Significance by F-test**

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1,686,725	2	843,362	407,837	,000 <sup>b</sup>
Residual	200,585	97	2,068		
Total	1,887,310	99			

a. Dependent Variable: Employee's performance  
b. Predictors: Human development and (Constant), Work Discipline

Source: SPSS 20 For Windows (Data, analyzed)

$F_{\text{test}}$  is 407,837. BY degree of confidence where  $\alpha = 5\%$ , the result shvos that it is significant by  $0,000 < 0,05$ . It is therefore  $H_0$  is rejected and  $H_1$  is accepted. It is now being proved that Human development and Work Discipline

have positively effected on Employee's performance. It means that by simultaneous variables the effects are positively significant. Hence, the following t-test is done to prove if the partial

independent variable will effect the dependent one.

**Table 13 Partial t-Test**

Coefficients <sup>a</sup>		
Model	T	Sig.
1 (Constant)	1,596	,114
Human Development	2,143	,035
Work Discipline	21,014	,000

a. Dependent Variable: Employee's performance  
Source: SPSS 20 For Windows (Data, analyzed)

Based on t-test the value of Human development program(X<sub>1</sub>), is found that t-test value is 2.143 at the degree of significance 0,035. While the t-table at the degree of significance of 0.05 is 1.984. It

**Table 14 Coorelation (r) and Determinant Coefficient (r<sup>2</sup>)**

Variable	Coefficient Coorelation	Category	Coefficient of Determinant	R Table	Conclusion
Human development	0.213	Low	4.53%	0,195	Real
Work Discipline	0.905	Very Strong	81.90%	0,195	Real
Simultaneously	0.894	Very Strong	79.92%	0,195	Real

Source : Data analyzed

Coefficient Coorelation of Human development is 0.213 that comparatively low, but it is real. While Coefficient Coorelation of Work Discipline variable which is very strong with the value of 0.905. Since this value is very strong, the impact of the two variables, simultaneously, has becoming strong too with the value Of 0.894.

### Conclusions and Limitations

Overall tests done, it is concluded that work discipline has a very strong effected the employee's performance. This is also still positively effeted the work performance when human development program and work discipline have effected Employee's performance, simultaneously. The human capital development can be done by various methoid such as training, education, video show, slide presentation, and other self esteem program.

The limitation of this research lies on its scope of object, and the limited

means that  $t\text{-test} > t\text{-table}$ , and therefore  $H_1$  is accepted, and  $H_0$  is rejected.

The result on the table for the work disciplinbe variable shows that the t-test of X<sub>2</sub> is 21,104 at the degree of significance 0.000. Whikle the value of t-table at the degree of significance of 0.05 is 1,984. This result indicatinbg that  $t\text{-test} > t\text{-table}$ . It is therefore  $H_1$  is accepted, and  $H_0$  is rejected. It means that work discipline has a positive direct effect on work performance.

### Coorelation (r) and Determinant Coefficient (r<sup>2</sup>)

variables involved. It I s then suggested for the next research that other variable such as compensation, and other exogen variable can be deployed too.

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