

Research Article

Effect of Intellectual Capital on Employee Performance with Job Satisfaction as a Mediator Variable

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Abstract: The purpose of this study is to determine the Effect of Intellectual Capital on employee performance and job satisfaction as a moderator. This study uses a type of quantitative research. This research design uses explanatory research. This research method uses Partial Least Square (PLS). The population in this study is employees of the University of Jember. The sampling technique in this study used a purposive sampling method with a total of 80 employees. The variables in this study are human capital, structural capital, customer capital, job satisfaction and performance.

Keywords *human capital, structural capital, customer capital, job satisfaction, and performance.*

INTRODUCTION

The development of science which is driven by the development of the business environment has brought about a change in the old paradigm from which organizations initially emphasized more on tangible assets and shifted to intangible assets. Organizational success does not only depend on tangible assets owned by the organization but requires support from intangible assets in the form of intellectual capital.

In its development, intellectual capital has an increasingly strategic role in increasing organizational value. This is because organizations are increasingly aware that in order to become a superior organization and develop in the future, the organization requires the role of intellectual capital. Intellectual capital is divided into three parts, namely human capital, structural capital, and customer capital.

Intellectual capital in the long term can affect the achievement of organizational performance because intellectual capital will affect the level of employee performance. Intellectual capital can be used by organizations to create the expected performance and as a tool for evaluating employee performance to create employees who survive the future needs of the organization (Helmiatin & Irmawaty, 2013).

Job satisfaction is an individual thing. Job satisfaction has a very important meaning for organizations to improve employee performance. The importance of employee job satisfaction in an organization can be seen from employees who feel satisfied in their work tend to give a positive response to the organization, otherwise employees who are not satisfied will tend to give a negative response to their organization.

Human capital is the most important resource for the organization because it is the driving force in the organization that will support the structural capital owned and support the relationship capital with the community. Human capital owned by an organization will not provide maximum results without structural capital, so the role of structural capital is needed to maximize existing human capital. Human capital and structural capital owned will be maximized if it is supported by existing customer capital because a good relationship will have an impact on the sustainability of an organization to achieve its goals in the future.

Setyawan's research (2010) found that the structural capital variable had no significant Effect on employee performance.

Research by Ramanda and Muchtar (2015) found that human capital had no significant Effect on the performance of BKP West Sumatra employees, relational capital had no significant Effect on the performance of West Sumatra BKP employees, and organizational capital had no significant Effect on the performance of West Sumatra BKP employees.

Research by Katili *et al.*, (2016) found exogenous variables of human capital, social capital, and organizational capital have a positive Effect on endogenous variables of employee performance.

Andriyani & Mirah's research (2017) found that the variables of human capital, structural capital, customer capital partially and simultaneously affect the performance of MSMEs.

This study aims to examine and analyze the Effect of human capital on job satisfaction, the Effect of structural capital on job satisfaction, the Effect of customer capital on job satisfaction, the Effect of human capital on performance, the Effect of structural capital on performance, the Effect of customer capital on performance, the Effect of job satisfaction on performance, the Effect of human capital on performance through job satisfaction, the Effect of structural capital on performance through job satisfaction, and the Effect of customer capital on performance through job satisfaction.

LITERATURE REVIEW

Intellectual Capital

Several definitions of intellectual capital, among others, by Smedlund and Poyhen (in Andriyani and Mirah, 2017) discourse on intellectual capital as an organizational capability to create, transfer, and implement knowledge. Bontis *et al.*, (2000) stated that in general, researchers identified three main constructs of intellectual capital, namely: Human Capital (HC), Structural Capital (SC), and Customer Capital (CC).

Intellectual capital can be defined as the sum of what is produced by the three main elements of the organization (human capital, structural capital, customer capital) related to knowledge and technology that can provide added value to the company in the form of organizational competitive advantage (Sawarjuwono, 2003).

Intellectual capital is defined as resources in the form of intellectual material, knowledge and information available to companies that produce high-value assets and future economic benefits for the company (Stewart, 2002), or it can be said as a collaborative brain and packaging of useful knowledge (Hariyanto & Hermawan, 2015).

According to Brooking, intellectual capital is also a combination of intangible assets including markets, intellectual property, human resources, and infrastructure that carry out their functions within the company (in Suhendah, 2012). Based on the above definition, intellectual capital can be considered as virtual capital (intangible assets) in an organization that comes from the knowledge of workers that can be used to create a competitive advantage in running a business or choose to use and develop technology that tends to continue to grow more sophisticated in the future (Purba, 2009).

Intellectual Capital Component

According to Stewart, Sveiby, Saint-Onge, Bontis stated that intellectual capital consists of three (in Sawarjuwono, 2003) namely:

1) Human Capital

Human capital is the lifeblood of intellectual capital. This is the source of innovation and improvement, but it is a component that is difficult to measure. Human capital is also a source of very useful knowledge, skills, and competencies in an organization or company. Human capital reflects the collective ability of the company to produce the best solutions based on the knowledge possessed by the people in the company. Human capital will increase if the company is able to use the knowledge possessed by its employees. Brinker provides several basic characteristics that can be measured from this capital, namely training programs, credentials, experience, competence, recruitment, mentoring, learning programs, individual potential and personality.

2) Structural Capital atau Organizational Capital

Structural capital is the ability of an organization or company to fulfill the company's routine processes and structures that support employees' efforts to produce optimal intellectual performance and overall business performance, for example: company operational systems, manufacturing processes, organizational culture, management philosophy and all forms of intellectual property owned by the company. An individual can have a high intellectual level, but if the organization has poor systems and procedures, intellectual capital cannot achieve optimal performance and the existing potential cannot be utilized optimally.

3) Relational Capital atau Customer Capital

This element is a component of intellectual capital that provides real value. Relational capital is a harmonious relationship network owned by the company and its partners, both from reliable and quality suppliers, from loyal customers and satisfied with the services of the company concerned, from the company's relationship with the government and with other stakeholders and local communities. Relational capital can arise from various parts

outside the company's environment that can add value to the company.

Human Capital

Schermerhon (in Prasetya *et al.*, 2016) human capital can be defined as the economic value of human resources related to their abilities, knowledge, ideas, innovation, energy and commitment. Human capital is a combination of knowledge, skills, innovation and one's ability to carry out their duties so that they can create value to achieve goals. The formation of added value contributed by human capital in carrying out its duties and work will provide sustainable revenue in the future for an organization (Bontis *et al.*, 2000).

Structural Capital

Structural capital is a facility and infrastructure that supports employees to create optimum performance, including the organization's ability to reach the market, hardware, software, databases, organizational structure, patents, trademarks, and all organizational capabilities to support employee productivity (Bontis *et al.*, 2000). Structural Capital as a mediator and facilitator of human capital empowerment through a transformation process of value knowledge (value creation) which has a significant ability to Effect the improvement of individual employee performance so that they are able to achieve Effective performance, assuming that the availability of infrastructure and financing supports (Christa, 2013).

Customer Capital

Customer capital is a harmonious relationship or so-called association network owned by the company and its partners, both from reliable and quality suppliers, from loyal customers and satisfied with the services of the company concerned, from the company's relationship with the government and with the surrounding community (Andriyani & Mirah, 2017). Customer capital can arise from various parts outside the company environment which can add value to the company (Widjanarko, 2006).

Job satisfaction

Job satisfaction is a person's general attitude towards work which shows the difference between the awards received by employees and the amount believed to be received by employees (Wibowo, 2007).

There are two factors that Effect job satisfaction according to Mangkunegara (2009), namely:

1. Employee factors, namely intelligence (IQ), special intelligence, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes.
2. Job factors, namely type of work, organizational structure, rank (class), position, quality of supervision, financial security, opportunity for promotion, social interaction, and work relations.

Performance

According to Rivai (2014) performance is a display of the complete state of the company for a certain period of time, is a result or achievement that is Effectd by the company's operational activities in utilizing its resources. Organizations that build competitive capabilities through human resources as a competitive advantage, the evaluation system for employee performance in the organization must have a distinguishing power to determine outstanding employees, who deserve incentives and who have the potential to be developed. This shows that performance appraisal must be seen as a strategic activity of the organization to encourage performance, development, protect rights (in the form of compensation), and measurement of the obligations and responsibilities of employees in carrying out their duties. From the results of this performance assessment, the leadership of the organization will know the employee's performance that has been achieved in a certain period of time. Therefore, every organization is required to have performance management as a central part for competitive advantage through the role of human resources and carrying out a business strategy that is oriented to customer needs.

RESEARCH HYPOTHESIS

The Effect of Human Capital on Job Satisfaction

The success of a company in carrying out all activities in order to achieve goals is very dependent on the ability of its human resources (Human Capital) with all the knowledge, ideas, innovation, energy and commitment in carrying out activities. Maximum employee productivity is expected in a process of achieving goals. This can be created by many factors, one of which is the level of employee job satisfaction (Affandi, 2016).

Affandi's research (2016) found that there was an Effect of human capital on employee job satisfaction in rattan craft SMEs Jalan Gatot Subroto Medan. Linda & Fitria's research (2018) found that human capital has a positive and significant Effect on job satisfaction of banking employees in Padang City.

H₁: Human Capital Has a Significant Effect on Job Satisfaction.

The Effect of Structural Capital on Job Satisfaction

Structural capital is closely related to the company's organization. Structural capital is the organization's ability to meet consumer needs (Saint Onge, 1998). The substance of structural capital is the knowledge that surrounds the company's routine activities. This knowledge includes all intangible resources within the organization (Bontis, 1999). Some of the categories of structural capital relate to legal ownership rights, technologies, inventions, data, publications, and processes that can be patented, copyrighted or protected by trade secret laws (Stewart, 2002).

Affandi's research (2016) found that there is an Effect of organizational capital on employee job satisfaction in rattan craft SMEs Jalan Gatot Subroto Medan.

Linda & Fitria's research (2018) finds that structural capital has no significant Effect on job satisfaction of banking employees in Padang City.

H₂: Structural Capital Has a Significant Effect on Job Satisfaction.

The Effect of Customer Capital on Job Satisfaction

One of the customer capital or also known as external capital is a network related to the organization. Customer capital is created by mutual understanding between consumer needs and producer consistency. This relationship with consumers can only be managed but not controlled. This increase in external capital involves barriers from the environment outside the organization, such as building trusting relationships with consumers and the entire community.

According to several experts, Kaplan and Norton (in Hendriani, 2011) say that the factors of staff competence, technology infrastructure, and climate for action affect employee job satisfaction and in the end this job satisfaction will affect worker productivity and retention. . This retention and work productivity will affect the outcome.

Hendriani's research (2011) found that intellectual capital has a positive and significant Effect on employee job satisfaction in working in business organizations.

Linda & Fitria's research (2018) found that customer capital has a positive and significant Effect on job satisfaction of banking employees in Padang City.

H₃: Customer Capital Has a Significant Effect on Job Satisfaction.

The Effect of Human Capital on Employee Performance

Human capital in knowledge management has a very important meaning. Humans in the context of knowledge management are sources of knowledge, innovation and renewal. This human capital variable is the variable most related to improving the quality of human resources (Setyawan, 2010).

Barney and Peteraf in the literature on resource based view theory and strategic human resource management state that specific human capital in an organization is important in improving employee performance of an organization (Muafi, 2010).

Furthermore, human capital should be valuable, rare, and not easily imitated. This is because human capital will have a positive impact on improving employee performance (Muafi, 2010).

Andriyani & Mirah's research (2017) found that the human capital variable had an Effect on the performance of MSMEs.

Research by Katili *et al.*, (2016) found that exogenous human capital variables have a positive Effect on endogenous variables of employee performance.

H₄: Human Capital Has a Significant Effect on Employee Performance.

The Effect of Structural Capital on Employee Performance

Within the company, structural capital relates to the research and development department. Therefore, companies that want to win the competition must empower their research and development departments (Setyawan, 2010).

Judging from the level of organizational analysis, structural capital will be related to business performance. If an organization can codify organizational knowledge and develop structural capital, it will be able to produce a long-lasting competitive advantage. These advantages can relatively produce high employee performance (Bontis *et al.*, 2000).

Andriyani & Mirah's research (2017) found that structural capital variables affect the performance of MSMEs.

Research by Katili *et al.*, (2016) found that the exogenous organizational capital variable has a positive Effect on the endogenous variable of employee performance.

H₅: Structural Capital Has a Significant Effect on Employee Performance.

The Effect of Customer Capital on Employee Performance

Customer capital appears in the form of a learning process, access and trust (Setyawan, 2010). When the consumer decides to make a purchase, the purchase decision is based on the relationship between the consumer and the company. Customer capital cannot be seen from the value of transactions that occur, but also the flow of information and knowledge (Setyawan, 2010).

If the company is able to manage its relational capital well, for example by fostering a harmonious relationship between superiors and subordinates as well as among employees so as to create a conducive

working atmosphere, or by providing satisfaction to consumers so that consumers become loyal to the company's products/services, or if the company's market intensity good and able to create good relations with the community so that the company has a good image in the eyes of the community, then business performance and employee performance will be easy to improve (Hariyanto & Hermawan, 2015).

Andriyani & Mirah's research (2017) finds that the customer capital variable has an Effect on the performance of MSMEs.

Research by Katili *et al.*, (2016) found that the exogenous variable of social capital has a positive Effect on the endogenous variable of employee performance.

H₆: Customer Capital Has a Significant Effect on Employee Performance.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction in general concerns a person's attitude about his work. Because it involves attitudes, the notion of job satisfaction includes various things such as the conditions and tendencies of a person's behavior. Satisfaction is not visible and tangible, but can be realized in a work result. One of the most important issues is encouraging employees to be more productive (Wadjedi & Novianti, 2019).

Research by Mulyani & Nurhidayati (2016) found that job satisfaction has a positive and significant Effect on employee performance at CV The work of Mina Putra, Rembang Timber Division.

Research by Rajak, Tahrir and Pinoa, (2018) found that job satisfaction has a positive and significant Effect on the performance of the Ternate City Environmental Service employees.

H₇: Job Satisfaction Has Significant Effect on Employee Performance.

The Effect of Human Capital on Employee Performance through Job Satisfaction

Literature from the theory of resource based view and strategic human resource management Barney and Peteraf states that specific human capital in an organization is important in improving employee performance of an organization (in Muafi, 2010). Furthermore, human capital should be valuable, rare, and not easily imitated. This is because human capital will have a positive impact on improving employee performance (Muafi, 2010). Job satisfaction in general concerns a person's attitude about his work. Because it involves attitudes, the notion of job satisfaction includes various things such as the conditions and tendencies of a person's behavior. Satisfaction is not visible and

tangible, but can be realized in a work result. One of the most important issues is encouraging employees to be more productive (Wadjedi & Novianti, 2019).

H₈: Human Capital Has a Significant Effect on Employee Performance through Job Satisfaction.

The Effect of Structural Capital on Employee Performance through Job Satisfaction

Judging from the level of organizational analysis, structural capital will be related to business performance. If an organization can codify organizational knowledge and develop structural capital, it will be able to produce a long-lasting competitive advantage. These advantages can relatively produce high employee performance (Bontis, 1999). Job satisfaction in general concerns a person's attitude about his work. Because it involves attitudes, the notion of job satisfaction includes various things such as the conditions and tendencies of a person's behavior. Satisfaction is not visible and tangible, but can be realized in a work result. One of the most important issues is encouraging employees to be more productive (Wadjedi & Novianti, 2019).

H₉: Structural Capital Has Significant Effect on Employee Performance through Job Satisfaction.

The Effect of Customer Capital on Employee Performance through Job Satisfaction

If the company is able to manage its relational capital well, for example by fostering a harmonious relationship between superiors and subordinates as well as among employees so as to create a conducive working atmosphere, or by providing satisfaction to consumers so that consumers become loyal to the company's products/services, or if the company's market intensity good and able to create good relations with the community so that the company has a good image in the eyes of the community, then business performance and employee performance will be easy to improve (Hariyanto & Hermawan, 2015). Job satisfaction in general concerns a person's attitude about his work. Because it involves attitudes, the notion of job satisfaction includes various things such as the conditions and tendencies of a person's behavior. Satisfaction is not visible and tangible, but can be realized in a work result. One of the most important issues is encouraging employees to be more productive (Wadjedi & Novianti, 2019).

H₁₀: Customer Capital Has a Significant Effect on Employee Performance through Job Satisfaction.

Research Methods

This research is a quantitative research that emphasizes on testing theories through measuring research variables with numbers and analyzing data using statistical procedures. Based on the characteristics of the problem, this research is a correlational research, which is a research method carried out with the aim of describing two or more facts and also the properties of the object being studied. This

study focuses on how to see the Effect of intellectual capital which consists of human capital, structural capital and customer capital as an independent variable (free) on employee performance which is the dependent variable (bound) through job satisfaction as a mediating variable.

The population in this study is all education personnel at the University of Jember. The researcher used a non-probability sampling method using purposive sampling method. The samples drawn in this study are 80 respondents.

The type of data used in this research is primary data. This research is a type of quantitative research that aims to find the relationship between variables. The variables to be studied in this study are as follows:

- 1) Dependent variable : Employee Performance (Y)
- 2) Independent variable : Human Capital (X1), Structural Capital (X2), Customer Capital (X3)
- 3) Mediation variable : Job satisfaction (Z)

The measurement of the variables was carried out on a Likert scale using the following scoring:

- Strongly Disagree = Score 1
- Disagree = Score 2
- Netral = Score 3
- Agree = Score 4
- Strongly Agree = Score 5

The data analysis method used in this study uses Partial Least Square (PLS) with SmartPLS software.

RESEARCH RESULT

Test Measurement Model (Outer Model)

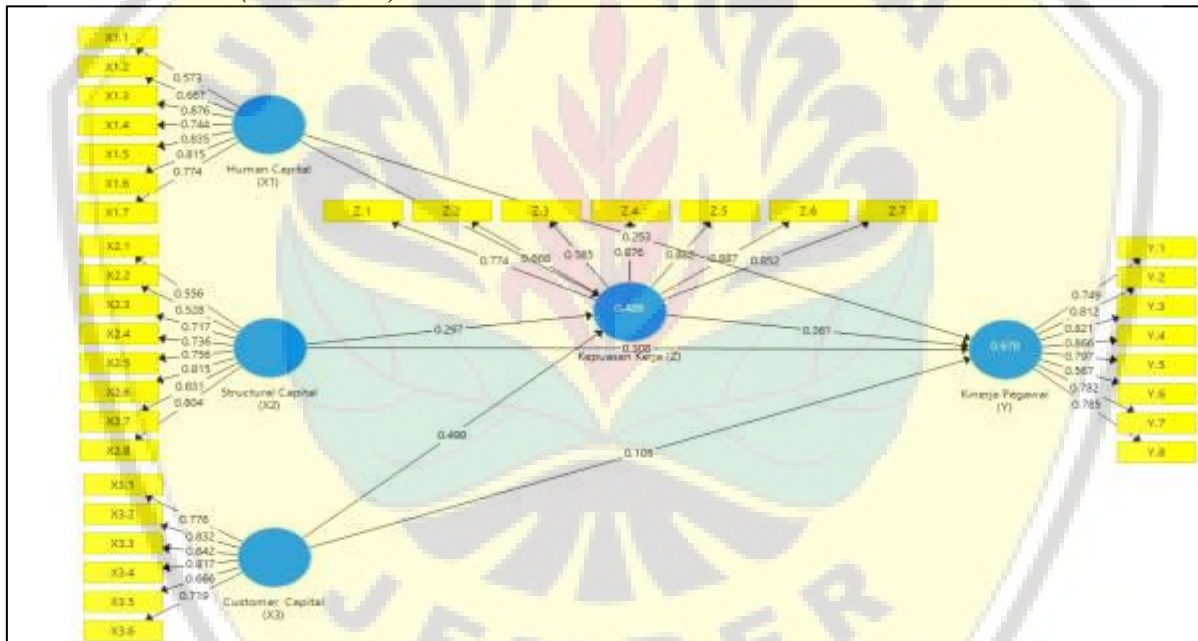


Figure 1. Measurement Model
Source: SmartPls processing data, 2021

Path Diagram to System Conversion Equality

The equation of the inner model can be written as follows:

$$\text{Job satisfaction} = -0,043 x_1 + 0,297 x_2 + 0,499 x_3 + \zeta_1$$

$$\text{Employee performance} = 0,253 x_1 + 0,308 x_2 + 0,105 x_3 + 0,361z_1 + \zeta_2$$

Convergent Validity Test

Based on Figure 1, the outer loading value in this study is declared valid or feasible because there are no indicators that have an outer loading value below 0.50 so that further analysis can be carried out.

Discriminant Validity Test

Table 1. AVE . Value Results

Variable	AVE
HC (X1)	0,606
SC (X2)	0,583
CC (X3)	0,634
KK (Z)	0,604
KP (Y)	0,527

Source: Smartpls data processing, 2021

Table 1 shows that the results of the AVE value of each variable are valid because all measurements are above 0.50 so it can be concluded that the variables used have good construct validity.

Composite Reliability Test

Table 2. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability
HC (X1)	0,869	0,902
SC (X2)	0,885	0,906
CC (X3)	0,899	0,923
KK (Z)	0,904	0,923
KP (Y)	0,866	0,897

Source: SmartPls processing data, 2021

Table 2 shows that all variables for the composite reliability value and Cronbach's alpha value have values above 0.70. These results indicate if all variables are declared real or the variables in this study have become a fit measuring tool.

Structural Model Test (Inner Model)

Table 3. Value of R Square

Variable	R Square	R Square Adjusted
KK (Z)	0,489	0,469
KP (Y)	0,678	0,661

Source: SmartPls processing data, 2021

Based on table 3 the R-square value of the job satisfaction variable is 0.489. This R-square value means that the variability of the job satisfaction construct which can be explained by the variability of the constructs of Human Capital, Structural Capital, and Customer Capital is 48.9% while the rest is explained by other variables outside the research. While the R-square value of the employee performance variable is

0.678. This R-square value means that the variability of the employee performance construct which can be explained by the variability of the constructs of Human Capital, Structural Capital, Customer Capital and Job satisfaction is 67.8% while the rest is explained by other variables outside of the research.

Hypothesis testing

Table 4. Results of Direct Effect Test

Hypothesis	Coefficient	Std	T Statistic	P-value
H1	HC > KK	-0,043	0,410	0,682
H2	SC > KK	0,297	2,424	0,016
H3	CC > KK	0,499	3,981	0,000
H4	HC > KP	0,253	2,639	0,009
H5	SC > KP	0,308	2,762	0,006
H6	CC > KP	0,105	0,986	0,325
H7	KK > KP	0,361	2,637	0,009

Source: SmartPls data, 2021

From table 4 it can be seen that the results of the direct Effect hypothesis test are as follows:

- 1) Human Capital has no significant effect on job satisfaction. This is because the value of t count $<$ t table ($0.410 < 1.96$) or P values $>$ 0.05 ($0.682 > 0.05$), so H_0 is accepted.
- 2) Structural capital has a significant effect on job satisfaction. This is because the value of t arithmetic $>$ t table ($2.424 > 1.96$) or P values $<$ 0.05 ($0.016 < 0.05$), so H_0 is rejected. A positive coefficient value means that the effect is positive, that is, if the structural capital increases, job satisfaction also increases.
- 3) Customer capital has a significant effect on job satisfaction. This is because the value of t arithmetic $>$ t table ($3.981 > 1.96$) or P values $<$ 0.05 ($0.000 < 0.05$), so H_0 is rejected. A positive coefficient value means that the effect is positive, that is, if customer capital increases, job satisfaction also increases.
- 4) Human capital has a significant effect on the performance of Jember University employees. This is because the t value $>$ t table ($2,639 > 1.96$) or P values $<$ 0.05 ($0.009 < 0.05$), so H_0 is rejected. A

positive coefficient value means that the effect is positive, that is, if human capital increases, employee performance also increases.

- 5) Structural capital has a significant effect on the performance of Jember University employees. This is because the value of t arithmetic $>$ t table ($2.762 > 1.96$) or P values $<$ 0.05 ($0.006 < 0.05$), so H_0 is rejected. A positive coefficient value means that the effect is positive, that is, if the structural capital increases, the employee's performance also increases.
- 6) Customer capital has no significant effect on the performance of Jember University employees. This is because the value of t count $<$ t table ($0.986 < 1.96$) or P values $>$ 0.05 ($0.325 > 0.05$), so H_0 is accepted.
- 7) Job satisfaction has a significant effect on the performance of Jember University employees. This is because the value of t arithmetic $>$ t table ($2,637 > 1.96$) or P values $<$ 0.05 ($0.009 < 0.05$), so H_0 is rejected. A positive coefficient value means that the effect is positive, that is, if job satisfaction increases, employee performance also increases.

Indirect Effect Test

Table 5. Indirect Effect Test Results

	Hypotheses	Std Koefisien	T Statistic	P-value
H8	HC > KK > KP	-0,015	0,383	0,702
H9	SC > KK > KP	0,107	1,663	0,097
H10	CC > KK > KP	0,180	2,049	0,041

Source: SmartPls processing data, 2021

From table 5, it can be seen that the results of the indirect Effect hypothesis test are as follows:

- 1) Human capital has no significant effect on the performance of Jember University employees through job satisfaction. This is based on the Indirect Effect test, where the t count $<$ t table ($0.383 < 1.96$) and P values are more than 0.05 ($0.702 > 0.05$), so H_0 is accepted. Job satisfaction cannot mediate human capital to improve employee performance at the University of Jember.
- 2) Structural capital has no significant effect on the performance of Jember University employees through job satisfaction. This is based on the Indirect Effect test where the t -count $<$ t -table

($1.663 < 1.96$) and P values are more than 0.05 ($0.097 > 0.05$), so H_0 is accepted. Job satisfaction cannot mediate structural capital to improve employee performance at the University of Jember.

- 3) Customer capital has a significant effect on the performance of Jember University employees through job satisfaction. This is based on the Indirect Effect test where the t count $>$ t table ($2.049 > 1.96$) and P values less than 0.05 ($0.041 < 0.05$), so H_0 is rejected. Job satisfaction can mediate structural capital to improve employee performance at the University of Jember.

Total Effect

Tabel 6. Hasil Total Effect

Variable	Direct Effect	Indirect Effect	Total Effect
HC > KP	0,253	-0,015	0,238
SC > KP	0,308	0,107	0,415
CC > KP	0,105	0,180	0,285

Source: Smartpls data processing, 2021

From The Results Of The Analysis Contained In Table 6, The Following Conclusions Are Obtained:

- 1) The regression coefficient for the direct effect of X_1 on Y is 0.253 , the regression coefficient for the indirect effect of X_1 on Y through Z is -0.015 and

the total effect is 0.238 . With this it can be seen that the direct effect is greater than the indirect effect. Job satisfaction does not have a mediating effect because the P value is more than 0.05 .

- 2) The regression coefficient for the direct effect of X2 on Y is 0.308, the regression coefficient for the indirect effect of X2 on Y through Z is 0.107 and the total effect is 0.415. With this it can be seen that the direct effect is greater than the indirect effect. Job satisfaction does not have a mediating effect because the P value is more than 0.05.
- 3) The regression coefficient for the direct effect of X3 on Y is 0.105, the regression coefficient for the indirect effect of X3 on Y through Z is 0.180 and the total effect is 0.285. With this it can be seen that the indirect effect is greater than the direct effect. Job satisfaction has a mediating effect because the P value is less than 0.05.

DISCUSSION

The Effect of Human Capital on Job Satisfaction

Based on the research results, it is known that human capital has no significant effect on job satisfaction. The results of this study are not in line with the results of research conducted by Affandi (2016), who found that there was an Effect of human capital on employee job satisfaction in rattan craft SMEs Jalan Gatot Subroto Medan and research by Linda and Fitria (2018), which found that human capital had an effect on positive and significant to the job satisfaction of banking employees in the city of Padang.

Human capital does not affect the job satisfaction of Jember University employees because the human capital that a person has will not affect the job satisfaction felt by the employee himself because if an employee is satisfied with the human capital he has, the employee tends to have an arrogant nature and will not want to improve human capital that is in him so that the desire to develop oneself becomes low. In this case the coordinator and deputy coordinator at the University of Jember have a desire to increase the human capital that is in him so that they are not satisfied with what they currently have.

The Effect of Structural Capital on Job Satisfaction

Based on the results of the study, it is known that structural capital has a significant effect on job satisfaction. The results of this study are in line with the results of research conducted by Affandi (2016), found that there was an Effect of organizational/structural capital on employee job satisfaction in rattan craft SMEs Jalan Gatot Subroto Medan.

Structural capital has an effect on employee job satisfaction at the University of Jember, indicating that the better the structural capital owned by the University of Jember, the higher the job satisfaction of employees. In this case, the coordinator and deputy coordinator at the University of Jember are satisfied with the structural capital owned by the University of Jember in supporting the implementation of the main tasks of the employees so that it can be said that the University of Jember provides good facilities. This is in accordance with

Saint Onge's statement that structural capital is closely related to the company's organization where structural capital is the organization's ability to meet the needs of its employees. So it can be said that if the needs of the organization are met properly, job satisfaction will be achieved.

The Effect of Customer Capital on Job Satisfaction

Based on the results of the study, it is known that customer capital has a significant effect on job satisfaction. The results of this study are in line with the results of research conducted by Hendriani (2011), who found that intellectual capital had a positive and significant effect on employee job satisfaction in working in business organizations and research by Linda and Fitria (2018), which found that customer capital had a positive and positive effect on significantly to the job satisfaction of banking employees in the city of Padang.

Customer capital has an effect on employee job satisfaction at the University of Jember, indicating that the better customer capital owned by the University of Jember will increase employee job satisfaction. In this case, the coordinator and deputy coordinator at the University of Jember are satisfied with the customer capital owned by the University of Jember, so it can be said that the University of Jember maintains a good relationship with stakeholders and the community. This is in accordance with the statement of Hariyanto and Hermawan, if the company is able to manage its relational capital well so as to create a conducive working atmosphere and the company has a good image in the eyes of the community, it will increase job satisfaction so that business performance and employee performance will be easy to improve.

The Effect of Human Capital on Employee Performance

Based on the results of the study, it is known that human capital has a significant effect on the performance of Jember University employees. The results of this study are in line with the results of research conducted by Andriyani & Mirah (2017), who found that human capital variables affect the performance of MSMEs and the research of Katili et al., (2016), who found that the exogenous human capital variable had a positive effect on the endogenous variable of employee performance.

Human capital has an effect on the performance of employees at the University of Jember, indicating that the better human capital a person has, the more performance will improve. In this case, the human capital owned by the coordinator and deputy coordinator at the University of Jember will have an Effect on the performance achieved. This is in accordance with what was stated by Barney and Peteraf in the literature from the theory of resource based view and strategic human resource management which states

that specific human capital in an organization is important in improving employee performance of an organization.

The Effect of Structural Capital on Employee Performance

Based on the results of the study, it is known that structural capital has a significant effect on the performance of Jember University employees. The results of this study are in line with the results of research conducted by Andriyani & Mirah (2017), who found that structural capital variables affect the performance of MSMEs and the research of Katili et al., (2016), who found that the exogenous organizational capital variable has a positive effect on the endogenous variable of employee performance.

Structural capital has an effect on the performance of Jember University employees, indicating that the better the structural capital a person has, the higher the performance. In this case, the structural capital owned by the University of Jember supports the coordinator and deputy coordinator at the University of Jember in carrying out their main tasks. This is in accordance with Bontis' statement that if an organization can codify organizational knowledge and develop structural capital, it will be able to produce a long-lasting competitive advantage, where these advantages can relatively result in high employee performance.

The Effect of Customer Capital on Employee Performance

Based on the results of the study, it is known that customer capital has no significant effect on the performance of Jember University employees. The results of this study are not in line with the results of research conducted by Andriyani & Mirah (2017), which found that customer capital variables affect the performance of MSMEs and the research of Katili et al., (2016), who found that the exogenous social capital variable had a positive effect on the endogenous variable of employee performance. However, it supports the results of research by Ramanda and Muchtar (2015), which found that relational/customer capital had no significant effect on the performance of West Sumatra BKP employees.

Customer capital has no effect on employee performance because employee performance does not depend on customer capital owned by the University of Jember. In this case, the performance of employees is the personal responsibility of each coordinator and deputy coordinator at the University of Jember regarding the duties and functions given to him so that the resulting performance depends more on how each individual can complete his work well so that he can show his best performance for the University of Jember not depending on customer capital owned by the University of Jember.

The Effect of Job Satisfaction on Employee Performance

Based on the results of the study, it is known that job satisfaction has a significant effect on the performance of Jember University employees. The results of this study are in line with the results of research conducted by Mulyani and Nurhidayati (2016), found that job satisfaction has a positive and significant effect on employee performance at CV. The work of Mina Putra in the Timber Division of Rembang and research by Rajak, Tahrim and Pinoa (2018), found that job satisfaction has a positive and significant effect on the performance of the Ternate City Environmental Service employees.

Job satisfaction has an effect on employee performance at the University of Jember, indicating that the better job satisfaction a person feels, the more performance will improve. In this case, the job satisfaction felt by the coordinator and deputy coordinator at the University of Jember has a positive impact on the resulting performance. This is in accordance with Wadjedi and Novianti's statement that job satisfaction in general involves a person's attitude about his work, because it involves attitudes where satisfaction is not visible and tangible, but can be realized in a work result, one of which is encouraging employees to be more productive.

The Effect of Human Capital on Employee Performance through Job Satisfaction

Based on the results of the study, it is known that human capital has no significant effect on the performance of Jember University employees through job satisfaction. Human capital mediated by job satisfaction owned by the coordinator and deputy coordinator at the University of Jember did not have a significant effect on the resulting performance. This is because if the human capital owned by the coordinator and deputy coordinator is good, without having to go through job satisfaction, it can improve employee performance well. This means that to improve the performance of Jember University employees, it is enough with their abilities.

The Effect of Structural Capital on Employee Performance through Job Satisfaction

Based on the results of the study, it is known that structural capital has no significant effect on the performance of Jember University employees through job satisfaction. Structural capital mediated by job satisfaction owned by the coordinator and deputy coordinator at the University of Jember did not have a significant effect on the resulting performance. This is because if the structural capital owned by the University of Jember is good, without having to go through job satisfaction, it can improve employee performance well. This means that to improve employee performance, the University of Jember is sufficient to provide adequate

facilities and infrastructure to support the implementation of the main tasks and functions.

The Effect of Customer Capital on Employee Performance through Job Satisfaction

Based on the research results, it is known that customer capital has a significant effect on the performance of Jember University employees through job satisfaction. This is in accordance with the statement of Hariyanto and Hermawan (2015), if the company is able to manage its relational capital well so as to create a conducive working atmosphere and the company has a good image in the eyes of the community, it will increase job satisfaction so that business performance and employee performance will be easy to achieve improved. In other words if customer capital is good then job satisfaction will be achieved which in turn will also improve the performance of Jember University employees. This means that the performance of the coordinator and deputy coordinator of the University of Jember will increase if it is supported by customer capital mediated by job satisfaction.

CONCLUSIONS AND SUGGESTIONS

Human Capital has no significant effect on job satisfaction. Structural capital has a significant effect on job satisfaction, if structural capital increases, job satisfaction also increases. Customer capital has a significant effect on job satisfaction, if customer capital increases, job satisfaction also increases. Human capital has a significant effect on employee performance at the University of Jember, if human capital increases, employee performance also increases.

Structural capital has a significant effect on employee performance at the University of Jember, if structural capital increases, employee performance also increases. Customer capital has no significant effect on the performance of Jember University employees. Job satisfaction has a significant effect on employee performance at the University of Jember. If job satisfaction increases, employee performance also increases. Human capital has no significant effect on the performance of Jember University employees through job satisfaction, so job satisfaction cannot mediate human capital to improve the performance of Jember University employees. Structural capital has no significant effect on the performance of Jember University employees through job satisfaction, so job satisfaction cannot mediate structural capital to improve the performance of Jember University employees. Customer capital has a significant effect on the performance of Jember University employees through job satisfaction, so job satisfaction can mediate structural capital to improve the performance of Jember University employees.

Suggestions that can be given for further research can use more respondents and at several universities so that the population is wider by using more variables so that the research results will be more valid.

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