Management Studies and Entrepreneurship Journal
Vol 7(6) 2026: 1505-1520

The Effect of Work Behavior and Human Capital Development on Employee Performance: A Study at PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5

Pengaruh Perilaku Kerja dan Pengembangan Modal Manusia terhadap Kinerja Karyawan: Studi pada PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5

Raihan Athfal Lasmana[1*], Deni Muhammad Danial[2], Faizal Mulia Z[3]
Universitas Muhammadiyah Sukabumi[1,2,3]
raihanathfal30@ummi.ac.id[1], rdmdanial1043@ummi.ac.id[2], Faizal_88@ummi.ac.id[3]

**Corresponding Author*

ABSTRACT
This study aims to describe work behavior, human capital development, and employee performance, and to examine the effect of work behavior and human capital development on employee performance at PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5. A quantitative method with a descriptive-causal approach was used. Data were collected through a questionnaire administered to 82 employees and analyzed with multiple linear regression using SPSS 25. The results show that work behavior and human capital development each have a significant partial effect on employee performance (both p = 0.000 < 0.05) and a significant simultaneous effect (F = 279.659, p = 0.000). The multiple correlation coefficient of 0.936 and the coefficient of determination of 0.876 indicate that the two variables jointly explain 87.6% of the variation in employee performance, while the remaining 12.4% is explained by factors outside the model. These findings suggest that employee performance can be improved by building disciplined and responsible work behavior and by providing training and competency development for employees.
Keywords: *Work Behavior, Human Capital Development, Employee Performance, Human Resource Management, Breeding Farm.*

ABSTRAK
Penelitian ini bertujuan untuk mendeskripsikan perilaku kerja, pengembangan modal manusia, dan kinerja karyawan, serta menguji pengaruh perilaku kerja dan pengembangan modal manusia terhadap kinerja karyawan di PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5. Metode kuantitatif dengan pendekatan deskriptif-kausal digunakan dalam penelitian ini. Data dikumpulkan melalui kuesioner yang diberikan kepada 82 karyawan dan dianalisis menggunakan regresi linear berganda dengan perangkat lunak SPSS 25. Hasil penelitian menunjukkan bahwa perilaku kerja dan pengembangan modal manusia masing-masing memiliki pengaruh parsial yang signifikan terhadap kinerja karyawan (keduanya dengan nilai p = 0,000 < 0,05) serta pengaruh simultan yang signifikan (F = 279,659; p = 0,000). Koefisien korelasi berganda sebesar 0,936 dan koefisien determinasi sebesar 0,876 menunjukkan bahwa kedua variabel tersebut secara bersama-sama menjelaskan 87,6% variasi dalam kinerja karyawan, sementara 12,4% sisanya dijelaskan oleh faktor-faktor di luar model. Temuan ini mengindikasikan bahwa kinerja karyawan dapat ditingkatkan dengan membangun perilaku kerja yang disiplin dan bertanggung jawab, serta dengan menyediakan pelatihan dan pengembangan kompetensi bagi karyawan.
Kata Kunci: Perilaku Kerja, Pengembangan Modal Manusia, Kinerja Karyawan, Manajemen Sumber Daya Manusia, Peternakan Pembibitan (Breeding Farm).

1. Introduction

Employee performance is vital to the success and competitiveness of an organization in a dynamic and constantly changing business era. It affects not only productivity and operational efficiency but also company reputation, customer satisfaction, and, ultimately, the achievement of strategic goals.

In practice, however, not every company is able to maintain and improve employee performance optimally. Typical problems include low work discipline, job fatigue, a lack of skills, and employees' inability to adapt to changes in the work environment. These conditions are

Copyright © 2026 THE AUTHOR(S). This article is distributed under a Creative Commons Attribution-NonCommercial 4.0 International license, http://journal.yrpipku.com/index.php/msej

made more complex by changes in work systems, including remote work, which require adjustments from employees.

Employees are the main asset of a company and play an important role in achieving organizational goals; their performance must therefore be managed well so that it contributes optimally. Performance is the work result achieved by a person in carrying out tasks according to the responsibilities assigned, and good performance allows a company to compete more effectively, particularly amid global competition (Silaen et al., 2021).

Managing human capital means acquiring, analyzing, and reporting its added value so that an organization can use this valuable resource effectively. It also means treating human capital as an asset and recognizing that strategic investment in this asset makes an organization more competitive. It covers employee engagement, talent management, learning, and development (Armstrong, as cited in Kasmawati, 2017).

Work behavior is not only about how employees go about their daily lives in the company; it covers creativity, motivation, quality of work, commitment, work habits, and self-confidence. A strong work ethic, hard work, good task completion, and high self-confidence are regarded as beneficial work behaviors. Sunaryo (2017) describes a set of work-behavior paradigms that yield the main work behaviors contributing to personal and social success, namely working sincerely, correctly, hard, seriously, creatively, excellently, and perfectly.

In the world of work, problems related to work behavior, human capital development, and employee performance still reduce the effectiveness of employee performance. These problems generally concern work discipline, the development of employee competencies, and the stability of performance in the organization. Initial observations at PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5 show that employees are still late or absent (work behavior), that the company has not yet held training programs on a regular basis (human capital development), and that performance fluctuates in certain periods (employee performance), as summarized in Table 1. These conditions suggest that problems in work behavior and human resource development are likely factors affecting employee performance.

Table 1. Initial Phenomena at the Research Object

No	Variable	Phenomenon
1	*Work Behavior*	Employees are still late and absent
2	*Human Capital Development*	The company does not yet hold training on a regular basis
3	*Employee Performance*	Performance fluctuates in certain periods

Source: Processed by the authors (2026).

Previous studies report inconsistent results. Sunaryo (2017) found that work behavior significantly affects performance, with an influence of 31.2%, whereas Ariko (2023) found no significant effect (significance of 0.544 > 0.05). Likewise, Swastari (as cited in Frimayasa & Lawu, 2020) showed that human capital, which comprises competence, individual capability, and individual motivation, has a positive and significant effect on employee performance, whereas Firdaus et al. (2026) found that human capital has no significant effect on employee performance. These differences point to a research gap regarding the effect of work behavior and human capital development on employee performance. This study therefore re-examines the relationships among these variables in a different object and context, namely PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5.

Specifically, the study aims to (1) describe work behavior, human capital development, and employee performance at the company; (2) examine the effect of work behavior on employee performance; and (3) examine the effect of human capital development on employee performance. Theoretically, the findings add to the understanding of how work behavior affects employee performance and of human resource management concepts such as training,

development, and performance evaluation. Practically, they provide input for the company in improving employee performance and in understanding the components that influence productivity.

2. Literature Review

2.1 Management *(Grand Theory)*

The author views management as a grand theory, because management is the activity carried out by an organization or company to organize and manage its resources so that the organization can achieve its established goals effectively and efficiently. Several experts have expressed their views on management as follows:

According to Sarinah (2026), management is a process aimed at achieving goals by working together through people and other organizational resources. Meanwhile, according to George R. Terry in (Nursam, 2017), management is a process that employs both art and science to apply the functions of planning, organizing, directing, and controlling to the activities of a group of people, utilizing resources and factors of production to achieve predetermined objectives.

Management is a process that encompasses planning, directing, organizing, and controlling the utilization of available resources; these resources can be material or human (John R. Schermerhorn in Nursam, 2017). Similar to John R. Schermerhorn, according to Sarinah (2026), the planning, organizing, and directing of all activities carried out by members of an organization—as well as activities conducted using the organization's resources to achieve organizational goals—are collectively known as management.

2.2 Human Resource Management *(Middle-Range Theory)*

Because human resource management (HRM) covers all business operations needed to achieve a company's goals, the authors treat it as the middle-range theory. Hasibuan (as cited in Eri Susan, 2019) defines HRM as the art and science of regulating the relationships and roles of the workforce so that they help the company, employees, and society achieve their goals. Gauzali (as cited in Eri Susan, 2019) describes it as the actions an organization must take to ensure that employees' knowledge, abilities, and skills match job requirements, while Flippo (as cited in Eri Susan, 2019) frames it as the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and separation of employees. Hall and Goodale (as cited in Nurmalasari & Karimah, 2020) see HRM as the process of achieving the best fit between the work of the organization and the employee's environment so that the organization reaches its goals and employees feel satisfied and successful, and Simamora (as cited in Aji et al., 2020) as the use, development, assessment, compensation, and management of individuals within an organization or group of workers. Overall, HRM is the work carried out to help an organization reach its goals and face challenges through policies, practices, and systems that influence the behavior, attitudes, and performance of employees.

2.3 Research Variables *(Applied Theory)*

The applied theories in this study are the research variables themselves: work behavior (X_1) and human capital development (X_2) as the independent variables, and employee performance (Y) as the dependent variable.

2.3.1 Work Behavior (X_1)

Work behavior is a person's response or reaction to his or her job, covering attitudes, actions, and perceptions about the job, the working conditions experienced in the workplace, and how leaders treat employees (Theedens, as cited in Kusumawati, 2016). It also refers to behavior performed voluntarily by organization members that affects work results and reduces

organizational efficiency (Zhang, as cited in Yumhi, 2021). In this study, work behavior is measured with four dimensions proposed by Thoha (as cited in Hapsari, 2022): social relations (good relationships with coworkers and reminding one another when mistakes occur), vocational skills (skills that fit the job), motivation (the desire to work to achieve something, such as financial reward and self-esteem), and initiative–self-confidence (a high level of confidence at work and carrying out responsibilities according to one's duties).

2.3.2 Human Capital Development (X_2)

Human capital development covers not only the organization's efforts to develop its employees but also the improvement of individual ability, work motivation, and a supportive work environment that contribute to employee development. Human capital is the collective intellectual capital consisting of a person's abilities, knowledge, and skills; it is not physically tangible because it is owned by individuals, yet it is a key component of intellectual capital (an intangible asset) that a company must have (Weatherly, as cited in Silvia, 2021). Lengnick-Hall and Lengnick-Hall (as cited in Silvia, 2021) argue that human capital is very important to organizations because it greatly helps the progress and development of both business and non-business organizations. In short, human capital is the capability people possess that helps a company progress and develop and that can also provide economic value for the individual.

Following Mayo (as cited in Sukoco & Prameswari, 2017), human capital development is measured with five dimensions: individual capability (actual and potential skills that can be demonstrated in the workplace, including personal capabilities, professional and technical know-how, experience, a network of personal contacts, and the values and attitudes that influence action); individual motivation (the motivation that forms in employees when facing work situations in the company); organizational climate (a conducive work atmosphere that allows maximum contribution to the company); workgroup effectiveness (accepting the responsibilities assigned to members and being ready to complete them well); and leadership (showing positive energy to create shared enthusiasm).

2.3.3 Employee Performance (Y)

Employee performance is the work result obtained by an individual or a group in line with their respective responsibilities and authority within a specified period. Kusriyanto (as cited in H. Gunawan, 2018) defines performance as the ratio of the results achieved to the role and labor input in a given period (usually per hour), while Mekhelluloh et al. (as cited in Aji et al., 2020) define it as an individual's achievement in carrying out tasks and responsibilities at work. Mangkunegara (as cited in Fauzi et al., 2022) describes performance as the work results of employees, measured in quantity and quality, when carrying out directions proportionate to the tasks and responsibilities assigned to them; Wibowo (as cited in Fauzi et al., 2022) defines it as doing a job or task to achieve results; and Fahmi (as cited in Fauzi et al., 2022) as the results an organization produces with the aim of generating financial and non-financial benefits within a certain period. Armstrong and Baron (as cited in Abdullah, 2014) link performance closely to customer satisfaction, economic contribution, and the strategic goals of the organization. In summary, performance is the execution of tasks and responsibilities to achieve the goals of the organization or company within a specified period.

This study measures employee performance with five dimensions from Mangkunegara (as cited in Fahraini & Syarif, 2022): quality of work (neatness, thoroughness, and avoiding mistakes), quantity of work (working toward maximum results and finishing on time), responsibility (carrying out work well and using facilities and infrastructure properly), cooperation (always participating in work with other employees), and initiative (solving problems and carrying out the work that is one's own responsibility). Other scholars propose related sets of dimensions, such as quantity, quality, timeliness, cooperation, and reliability

(Bangun, as cited in Oktaviani & Irmayanti, 2021; Dessler, as cited in Safitri, 2019; Erri & Fajrin, 2018), or work results, work behavior, and personal traits (Wirawan, as cited in Parashakti & Setiawan, 2019).

This study examines the effect of work behavior and human capital development on employee performance. Management serves as the grand theory, human resource management as the middle-range theory, and the three research variables as the applied theory. The conceptual framework is presented in Figure 1. The choice of variables is supported by earlier work: Aji et al. (2020) found that commitment and work attitude have a positive effect on employee performance, and Silvia (2021) reported that human resources have a significant and strong effect (68.7%) on employee career development.

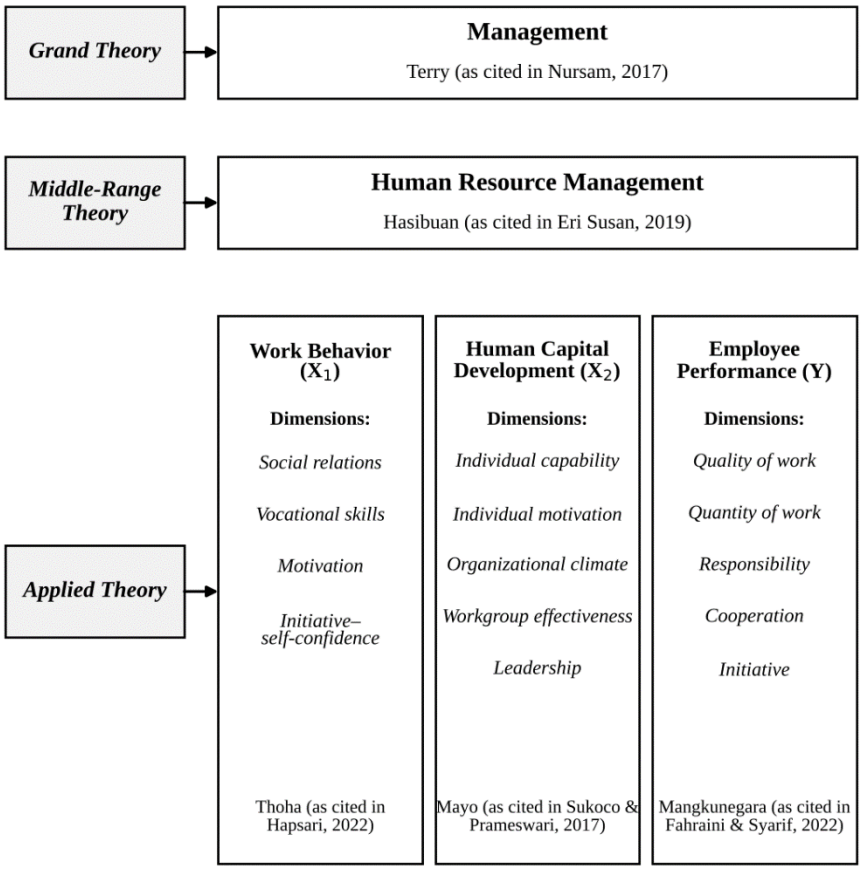


Figure 1. Conceptual Framework

Source: Processed by the authors (2026).

2.4 Previous Studies

Many studies have examined work behavior and employee performance. The authors therefore distinguish the present study from earlier research, as summarized in Table 2.

Table 2. Summary of Previous Studies

Author(s) and year	Title	Main findings	Difference from the present study
Aji et al. (2020)	The effect of commitment and work attitude on employee performance	Commitment and work attitude have a positive effect on employee performance; all tested items were reliable.	Uses commitment and work attitude; this study uses work behavior and human capital development.

Author(s) and year	Title	Main findings	Difference from the present study
Faizal Mulia (2022)	Optimization of staff upgrading on employee performance through work discipline as an intervening variable	Staff upgrading has a positive effect on performance, whereas work discipline has a negative effect; simultaneously, both have a significant effect.	Uses staff upgrading and work discipline with 40 respondents; this study uses work behavior and human capital development with 82 respondents.
Oktavian et al. (2021)	The effect of training and knowledge sharing on employee performance through management knowledge	Management knowledge affects performance directly and indirectly through training; knowledge sharing affects performance only through management knowledge.	Uses management knowledge as a mediator; this study examines the effect of work behavior and human capital development.
Hasibuan & Silvya (2019)	The effect of work discipline and motivation on employee performance	Work discipline has a positive and significant partial effect, and motivation and discipline together have a positive and significant effect, at PT. Mewah Indah Jaya, Binjai.	Does not use work discipline and work motivation as independent variables.
Oktaviani & Irmayanti (2021)	The effect of work stress on employee performance	Work stress has a significant negative effect on the performance of production workers at PT Catur Kartika Jaya.	Examines work stress; this study examines work behavior.
Dede Akbar & Fadli (2023)	Employee work behavior at PT Pos Indonesia, Karawang Branch	Based on motivation, productivity, responsibility, and hard work, employees show very good behavior.	Qualitative approach; this study uses a quantitative approach.
Dagnew & Giday (2023)	A study on the effect of training on employee performance in the case of Mekelle City, Tigray, Ethiopia	Employee performance is strongly influenced by training needs assessment and the availability of training resources.	Uses five variables; this study uses three: work behavior, employee performance, and human capital development.
(Firdaus et al., 2026)	The Role of Psychological Empowerment in Mediating the Effects of Human Capital Development and Career Development on Employee Performance.	Human Capital Development does not have a significant direct impact on employee performance.	Human Capital Development does not have a significant direct effect on employee performance. This study uses Psychological Empowerment as a mediating variable..
Siraj & Hágen (2023)	Performance management system and its role for employee performance: Evidence from Ethiopian SMEs	Productivity of Ethiopian SMEs can be raised significantly by an effective performance management system.	Conducted in small and medium enterprises in Ethiopia; this study is conducted at PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5.
Salah et al. (2023)	The role of knowledge sharing and creative self-efficacy on the self-leadership and innovative work behavior relationship	Self-leadership and work behavior have a significant positive impact on the other variables.	Focuses on work behavior as the main issue; this study focuses on employee performance, with work behavior as an independent variable.

Source: Processed by the authors (2026). Titles of Indonesian-language studies are translated into English.

The earlier findings are inconsistent. Sunaryo (2017) showed that work behavior has a significant effect on employee performance, whereas Ariko (2023) showed that it has no significant effect. In addition, Frimayasa and Lawu (2020) reported that human capital has a positive and significant effect on employee performance, whereas Firdaus et al. (2026) found no significant effect. These differences indicate that the relationships of work behavior and human capital development with employee performance remain inconsistent and call for further research. Moreover, most earlier studies examine these variables separately, so research testing the simultaneous effect of work behavior and human capital development on employee performance is still limited, particularly in the breeding farm sector. This study is conducted to fill that gap.

To facilitate the research process, the authors first established a research paradigm, which is illustrated in Figure 2.

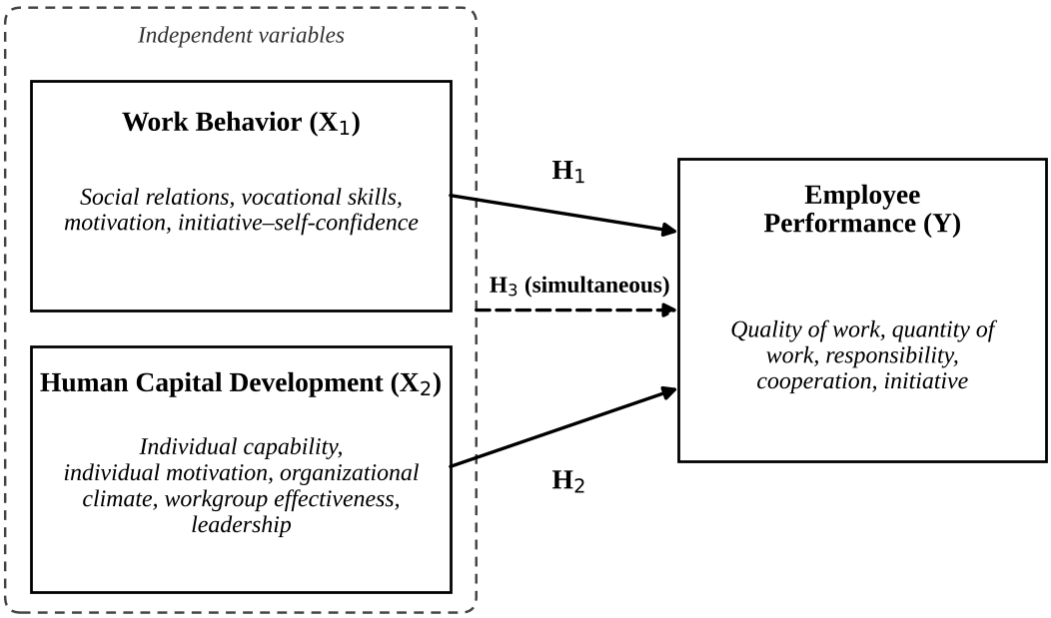


Figure 2. Research Paradigm

Source: Processed by the authors (2026).

2.5 Hypotheses

Based on the theoretical review and the research paradigm, the following hypotheses are proposed:

H_1 : Work behavior (X_1) has a significant effect on employee performance (Y)

H_2 : Human capital development (X_2) has a significant effect on employee performance (Y)

H_3 : Work behavior (X_1) and human capital development (X_2) simultaneously have a significant effect on employee performance (Y)

3. Research Methods

3.1 Research Design

This study uses a quantitative method with a descriptive-causal approach. Research is a systematic and planned process of discovering truth, facts, or new hypotheses, and it must be conducted systematically, measurably, rationally, empirically, and objectively according to scientific standards (Machali, 2021). Quantitative research collects and analyzes data using numbers and measurements to describe, explain, and analyze relationships among variables through statistical analysis (Creswell, as cited in Ardiansyah et al., 2023). The objects of the study are work behavior (X_1), human capital development (X_2), and employee performance (Y),

examined from a human resource management perspective at PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5. Work behavior and human capital development are the independent variables, and employee performance is the dependent variable.

3.2 Population and Sample

A population is the whole set of research objects, consisting of people, objects, animals, plants, symptoms, test scores, or events, that serve as a data source and have particular characteristics (Purwanza et al., 2022). The population in this study is the employees of PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5. A sample is a part of the population used to represent it (Hardani et al., 2020; Purwanza et al., 2022). Because every member of the population is included in the sample, then the saturated sampling method is used (Roziki & Swasono, 2021), which yielded 82 respondents.

3.3 Operationalization of Variables

Research variables are the objects that become the focus of a study (Machali, 2021). All variables were measured with a questionnaire using a five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree, 5 = strongly agree). The operationalization is as follows.

3.3.1 Work Behavior (X_1)

Work behavior is measured through four dimensions (Thoha, as cited in Hapsari, 2022): social relations (effective communication, pride, and satisfaction), vocational skills (work experience, innovation, and skill mastery), motivation (goals, commitment to the company, and achievement), and initiative–self-confidence (confidence in one's abilities, openness to criticism, and decision-making).

3.3.2 Human Capital Development (X_2)

Human capital development is measured through five dimensions (Mayo, as cited in Sukoco & Prameswari, 2017): individual capability (technical ability, fast learning, and effective communication), individual motivation (sustained motivation, responsibility for tasks, and pride in one's work), organizational climate (safety and well-being, work–life balance, and collaboration), workgroup effectiveness (fair task distribution, goal achievement, and decision-making), and leadership (problem solving, value-based leadership, and team-centered leadership).

3.3.3 Employee Performance (Y)

Employee performance is measured through five dimensions (Mangkunegara, as cited in Fahraini & Syarif, 2022): quantity of work (target completion, working time, and frequency of work), quality of work (compliance with standards, personal responsibility, and risk of errors), responsibility (task fulfillment, flexibility, and adaptability), cooperation (openness to collaboration, positive contribution, and willingness to help), and initiative (independent problem solving, proactive action, and self-directed problem identification).

3.4 Data Collection Techniques

Data collection techniques are methods used to gather information or facts from the field (Sunarsi, 2021). The data used in this study include primary and secondary data. According to Sunarsi (2021), to obtain accurate primary data, direct field research can be used to gather data from original sources. Several methods, such as observation, interviews, and questionnaires, can be used to collect primary data. In this study, observation was conducted to examine the work behavior of employees at PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5;

this study also involved interviewing employees at PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5; and the author distributed questionnaires using a Likert scale. Secondary data is obtained indirectly from other people or organizations in the form of reports, profiles, manuals, or literature (Sunarsi, 2021).

3.5 Data Analysis Techniques

Data analysis was carried out with SPSS version 25 in the stages described below. According to Sunarsi (2021), data analysis is a research method that involves examining all data from research instruments, such as notes, documents, test results, recordings, and so on. This process is carried out to make the data easier to understand, thereby allowing conclusions to be drawn. The results indicate that Human Capital Development does not have a significant direct effect on employee performance. This study uses Psychological Empowerment as the mediating variable.

3.5.1 Instrument Quality Tests

The validity test determines whether a questionnaire is valid; a questionnaire is valid if its items can reveal what they are intended to measure (C. Gunawan, 2020). Validity was tested with the Pearson product-moment correlation between each item score and the total score (corrected item–total correlation), and an item is considered valid when the coefficient exceeds 0.30. The reliability test measures how stable and consistent respondents are in answering the items of a construct (C. Gunawan, 2020). Reliability was assessed with Cronbach's alpha, and an alpha of at least 0.70 indicates adequate reliability, whereas a lower value indicates that the items are less reliable (Pramuaji, 2018).

3.5.2 Classical Assumption Tests

Four classical assumption tests were performed (C. Gunawan, 2020). The normality test uses the one-sample Kolmogorov–Smirnov test on the regression residuals, which are normally distributed if the significance value exceeds 0.05. The multicollinearity test checks for correlation among the independent variables; multicollinearity is absent when the variance inflation factor (VIF) is below 10 and tolerance is above 0.10. The heteroscedasticity test checks whether the variance of the residuals is constant across observations; heteroscedasticity is absent when the significance value exceeds 0.05. The linearity test examines whether two variables have a linear relationship, which is assumed when the significance of the deviation from linearity exceeds 0.05.

3.5.3 Multiple Linear Regression and Hypothesis Testing

The multiple correlation coefficient (R) measures the strength of the joint relationship between the two independent variables and the dependent variable; it ranges from 0 to 1, and a higher value indicates a stronger relationship (Chaeriyah & Supramono, 2020). The coefficient of determination (KD = $R^2 \times 100\%$) shows how far the model can explain the variation in the dependent variable (Slamet & Aglis, 2020). The simultaneous test (F test) examines the joint effect of the independent variables on the dependent variable; the F-table value is read at $df_1 = k$ and $df_2 = n - k - 1$ with $\alpha = 5\%$, and H_0 is rejected when F-count ≥ F-table (Slamet & Aglis, 2020). The partial test (t test) evaluates the effect of each independent variable on the dependent variable; H_0 is rejected when t-count ≥ t-table, or when the significance value is below 0.05 (Slamet & Aglis, 2020). The multiple linear regression model is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

where Y is employee performance, X_1 is work behavior, X_2 is human capital development, α is the constant, β_1 and β_2 are the regression coefficients of work behavior and human capital development, and e is the error term.

4. Results and Discussion

4.1 Results

4.1.1 Respondent Characteristics and Descriptive Statistics

The study analyzes the effect of work behavior and human capital development on employee performance. The data were obtained by distributing a questionnaire to employees of PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5. A total of 82 employees responded, of whom 79 were male (96.3%) and 3 were female (3.7%), as shown in Figure 3. The instrument consisted of 40 question items distributed across work behavior (X_1), human capital development (X_2), and employee performance (Y).

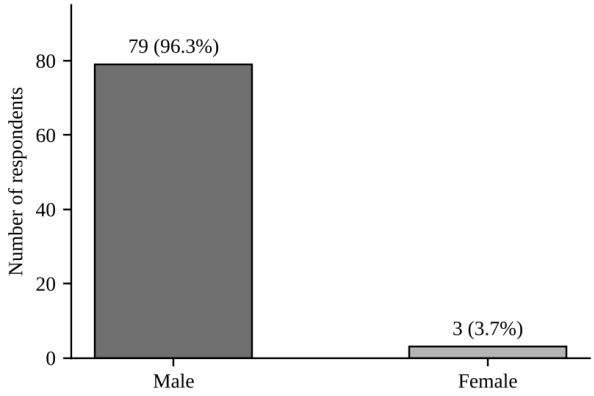


Figure 3. Respondent Characteristics by Gender

Source: Questionnaire data processed by the authors (2026).

Table 3 presents the descriptive statistics of the research variables.

Table 3. Descriptive Statistics of the Research Variables

Variable	Mean	N	Std. Deviation	Category
Work Behavior (X_1)	4.3641	82	0.32094	Very high
Human Capital Development (X_2)	4.1646	82	0.43940	High
Employee Performance (Y)	4.2639	82	0.41189	Very high

Source: Primary data processed (2026).

Work behavior has a mean of 4.3641, which falls in the very high category, indicating that employees' work behavior in the company is already very good. Human capital development has a mean of 4.1646 (high), indicating that employee development in the company is running well, although there is still room for improvement. Employee performance has a mean of 4.2639 (very high), indicating that employee performance is generally at a very good level. Overall, all variables fall in the high to very high categories.

4.1.2 Instrument Tests

Table 4 summarizes the validity and reliability tests. All items of work behavior (14 items), human capital development (12 items), and employee performance (14 items) have a corrected item–total correlation above 0.30, so all items are valid and suitable for use. The Cronbach's alpha values of 0.880, 0.906, and 0.938 for work behavior, human capital development, and employee performance, respectively, all exceed 0.70, so the research instrument is reliable.

Table 4. Summary of Validity and Reliability Test Results

Variable	Items	Corrected item–total correlation (range)	Cronbach's alpha	Decision
Work Behavior (X_1)	14	0.344 – 0.645	0.880	Valid, reliable

Variable	Items	Corrected item–total correlation (range)	Cronbach's alpha	Decision
Human Capital Development (X_2)	12	0.339 – 0.794	0.906	Valid, reliable
Employee Performance (Y)	14	0.537 – 0.797	0.938	Valid, reliable

Source: Research results (2026).

4.1.3 Classical Assumption Tests

The classical assumption tests were run in SPSS 25, and the results are shown in Table 5.

Table 5. Results of the Classical Assumption Tests

Test	Statistic	Result	Criterion	Conclusion
Normality	Kolmogorov–Smirnov, Sig.	0.000	> 0.05	Not normal
Multicollinearity	VIF	3.505	< 10	Not present
Multicollinearity	Tolerance	0.285	> 0.10	Not present
Heteroscedasticity	Sig. (X_1)	0.489	> 0.05	Not present
Heteroscedasticity	Sig. (X_2)	0.409	> 0.05	Not present
Linearity	Deviation from linearity, Sig.	0.131	> 0.05	Linear

Source: Primary data processed (2026).

The Kolmogorov–Smirnov significance value of 0.000 (< 0.05) shows that the data are not statistically normally distributed. The analysis could nevertheless proceed because the sample is large (more than 30 respondents) and, according to the central limit theorem, the distribution of sample means approaches normality as the sample size grows even when the population distribution is not normal. In addition, the points on the Normal Q–Q plot follow the diagonal line. The normality assumption was therefore considered fulfilled.

The VIF of 3.505 (below 10) and the tolerance of 0.285 (above 0.10) show that there is no multicollinearity in the regression model. The significance values of work behavior (0.489) and human capital development (0.409) are both above 0.05, so H_0 is accepted and there is no heteroscedasticity in the regression model. The significance of the deviation from linearity is 0.131 (> 0.05), showing no significant deviation from a linear relationship between the independent and dependent variables; the linear regression model therefore meets the linearity assumption and is suitable for further analysis.

4.1.4 Hypothesis Testing

Table 6 summarizes the results of the multiple correlation, determination, simultaneous (*F*), and partial (*t*) analyses.

Table 6. Summary of Data Analysis Results

Test	Result	Criterion	Decision
Multiple correlation (*R*)	0.936	0.80 – 1.00	Very strong
Coefficient of determination (R^2)	0.876	–	87.6%
Simultaneous test (*F*)	*F*-count 279.659 > *F*-table 3.11; Sig. = 0.000	Sig. < 0.05	H_0 rejected (significant)
Partial test (*t*), X_1	*t* = 4.993; Sig. = 0.000	Sig. < 0.05	H_0 rejected (significant)
Partial test (*t*), X_2	*t* = 8.041; Sig. = 0.000	Sig. < 0.05	H_0 rejected (significant)

Test	Result	Criterion	Decision
Multiple linear regression	$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$	–	Regression model formed

Source: Primary data processed (2026).

Multiple correlation. The multiple correlation coefficient (*R*) between work behavior and human capital development together and employee performance is 0.936, which indicates a very strong relationship. Work behavior and human capital development therefore have a close relationship with employee performance when considered jointly.

Coefficient of determination. The R^2 value of 0.876 means that work behavior and human capital development together explain 87.6% of the variation in employee performance. The remaining 12.4% is influenced by factors outside the research model, such as work motivation, job satisfaction, and the work environment. This high value indicates that the model explains the relationship between the independent variables and employee performance well.

Partial test (*t* test). The significance value of work behavior (X_1) is 0.000 (< 0.05), so work behavior has a significant partial effect on employee performance; H_0 is rejected and H_1 is accepted. The significance value of human capital development (X_2) is also 0.000 (< 0.05), so human capital development has a significant partial effect on employee performance; H_0 is rejected and H_2 is accepted.

Simultaneous test (*F* test). With $df_1 = k = 2$ and $df_2 = n - k - 1 = 82 - 2 - 1 = 79$ at a 5% significance level, the *F*-table value is 3.11. The *F*-count of 279.659 is larger than the *F*-table value, and the significance value is 0.000 (< 0.05). H_0 is therefore rejected and H_3 is accepted: work behavior (X_1) and human capital development (X_2) have a significant simultaneous effect on employee performance (Y), and the two variables are suitable for explaining the dependent variable in this study.

4.2 Discussion

4.2.1 The Effect of Work Behavior (X_1) on Employee Performance (Y)

The partial test shows that work behavior has a *t*-count of 4.993 with a significance level of 0.000, which is below 0.05. Work behavior therefore has a significant effect on employee performance, and the hypothesis that work behavior affects employee performance (H_1) is accepted. This indicates that the better the work behavior of employees, the higher the performance they produce. The result is consistent with Sunaryo (2017), who also found a significant effect of work behavior on performance, and differs from Ariko (2023), who found no significant effect.

4.2.2 The Effect of Human Capital Development (X_2) on Employee Performance (Y)

The partial test shows that human capital development has a *t*-count of 8.041 with a significance level of 0.000, which is below 0.05. Human capital development therefore has a significant effect on employee performance, and H_2 is accepted. The regression coefficient of 0.562 is positive, indicating that human capital development has a positive effect on employee performance.

This result is in line with Faizal Mulia (2022), who found that staff upgrading has a positive effect on employee performance. That finding suggests that efforts to improve employees' quality and capabilities through staff development can support better performance, which is consistent with the present result (coefficient of 0.562, $t = 8.041$, Sig. = 0.000). The result also agrees with Frimayasa and Lawu (2020), although it differs from Firdaus et al. (2026). Both sets of findings show that developing the quality of human resources is one of the aspects that can support better employee performance. The company therefore needs to pay attention

to developing the quality of its human resources by improving employees' knowledge, skills, and abilities so that better performance can be achieved.

4.2.3 The Simultaneous Effect of Work Behavior (X_1) and Human Capital Development (X_2) on Employee Performance (Y)

The simultaneous test yields an *F*-count of 279.659 with a significance level of 0.000, which is below 0.05. Work behavior and human capital development therefore jointly have a significant effect on employee performance, and H_3 is accepted. The R^2 of 0.876 (87.6%) means that the two variables together explain 87.6% of the variation in employee performance, while the remaining 12.4% is explained by other factors outside the research model. The adjusted R^2 of 0.873 (87.3%) shows the explanatory power of the regression model after adjusting for the number of independent variables and the sample size.

These results show that work behavior and human capital development together have a significant influence on employee performance. The company therefore needs to attend to work behavior and, at the same time, to the development of the quality of its human resources as part of its efforts to improve employee performance.

5. Conclusions and Suggestions

5.1 Conclusions

Based on the results and discussion, the following conclusions can be drawn:

1. Work behavior has a significant effect on employee performance. The better the work behavior of employees, the higher the performance they produce.
2. Human capital development has a significant effect on employee performance. The human capital development carried out by the company is able to improve employee performance.
3. Work behavior and human capital development simultaneously have a significant effect on employee performance. Together, the two variables play an important role in improving employee performance.

5.2 Suggestions

Based on these conclusions, the authors offer the following suggestions:

1. **For the company,** it is expected to improve employees' work behavior by building a disciplined, responsible, and professional work culture so that employee performance can be improved optimally. The company is also advised to optimize human capital development through training, skills development, and competency enhancement so that employee performance can be improved significantly.
2. **For future researchers,** it is suggested to add other variables that may affect employee performance, such as work motivation, job satisfaction, and the work environment, because 12.4% of the variation in employee performance in this study is explained by variables that were not examined. Future studies are also advised to use different research methods or to enlarge the sample so that the results are more representative and strengthen existing findings.

Acknowledgements

The authors would like to express their sincere gratitude to the parties who supported the completion of this research:

1. Universitas Muhammadiyah Sukabumi, especially the Business Administration Study Program, for facilitating the academic process during the research.
2. Dr. R. Deni Muhammad Danial, S.Sos., M.M. and Faizal Mulia Z, S.AB., M.A., as supervisors, for their guidance, direction, and valuable input in the preparation of this article.

3. The employees of PT. Sreeya Sewu Indonesia Breeding Farm SG 2-5 who took the time to complete the questionnaire as respondents in this research.

References

Abdullah, M. (2014). *Manajemen dan evaluasi kinerja karyawan* [Employee performance management and evaluation]. Aswaja Pressindo.

Aji, A. W., Firdaus, M. A., & Bimo, W. A. (2020). Pengaruh komitmen dan sikap kerja terhadap kinerja karyawan [The effect of commitment and work attitude on employee performance]. *Manager: Jurnal Ilmu Manajemen, 3*(3), 334. https://doi.org/10.32832/manager.v3i3.3865

Ardiansyah, Risnita, & Jailani, M. S. (2023). Teknik pengumpulan data dan instrumen penelitian ilmiah pendidikan pada pendekatan kualitatif dan kuantitatif [Data collection techniques and instruments of educational scientific research in qualitative and quantitative approaches]. *Jurnal IHSAN: Jurnal Pendidikan Islam, 1*(2), 1–9. https://doi.org/10.61104/ihsan.v1i2.57

Ariko, E. (2023). *Pengaruh fleksibilitas kerja dan perilaku kerja inovatif terhadap kinerja karyawan (Studi pada PT. Koperasi Telekomunikasi Seluler Jombang)* [The effect of work flexibility and innovative work behavior on employee performance (A study at PT. Koperasi Telekomunikasi Seluler Jombang)]. STIE PGRI Dewantara Jombang.

Chaeriyah, I., & Supramono, A. (2020). Pengaruh earning per share (EPS) dan return on investment (ROI) terhadap harga saham pada sektor perbankan [The effect of earnings per share (EPS) and return on investment (ROI) on share prices in the banking sector]. *Ilmu Manajemen, 3*. https://doi.org/10.32832/MANAGER.V3I3.3903

Dagnew, G., & Giday, E. (2023). A study on the effect of training on employee performance in the case of Mekelle City, Tigray, Ethiopia. *Social Sciences & Humanities Open, 8*(1), 100567. https://doi.org/10.1016/j.ssaho.2023.100567

Dede Akbar, R., & Fadli, U. M. D. (2023). Perilaku kerja karyawan PT Pos Indonesia Cabang Karawang [Employee work behavior at PT Pos Indonesia, Karawang Branch]. *PRIMER: Jurnal Ilmiah Multidisiplin, 1*(3), 331–341. https://doi.org/10.55681/primer.v1i3.152

Eri Susan. (2019). Manajemen sumber daya manusia [Human resource management]. *Jurnal Manajemen Pendidikan, 9*(2), 952–962.

Erri, D., & Fajrin, A. N. (2018). Pengaruh motivasi kerja terhadap kinerja karyawan pada PT Media Intan Semesta Jakarta [The effect of work motivation on employee performance at PT Media Intan Semesta Jakarta]. *Jurnal Perspektif, 16*(1), 77–83.

Fahraini, F., & Syarif, R. (2022). Pengaruh kompensasi, disiplin kerja dan komunikasi terhadap kinerja karyawan PT. Nikos Distribution Indonesia [The effect of compensation, work discipline, and communication on employee performance at PT. Nikos Distribution Indonesia]. *Ikraith-Ekonomika, 5*(1), 20–30.

Faizal Mulia. (2022). Optimalisasi upgrading staf terhadap kinerja karyawan melalui disiplin kerja sebagai variabel intervening [Optimization of staff upgrading on employee performance through work discipline as an intervening variable]. *Management Studies and Entrepreneurship Journal, 3*, 2316–2324.

Fauzi, A., Adi Wibowo Noor Fikri, Aulia Dila Nitami, Adi Firmansyah, Friska Ajeng Lestari, Rafael Yoga Widyananta, Tania Salsabila Nur Rahmah, & Tito Wahyu Pradana. (2022). Peran komunikasi dan lingkungan kerja terhadap kinerja karyawan dalam organisasi di PT. Multi Daya Bangun Mandiri (Literature review MSDM) [The role of communication and work environment on employee performance in the organization at PT. Multi Daya Bangun Mandiri (HRM literature review)]. *Jurnal Ekonomi Manajemen Sistem Informasi, 3*(6), 588–598. https://doi.org/10.31933/jemsi.v3i6.1091

Firdaus, F., Ariefahnoor, D., Khuzaini, K., Mardah, S., & Lestari, N. (2026). Peran psychological empowerment dalam memediasi pengaruh human capital development dan career development terhadap kinerja karyawan PT. Decorindo Inti Alam Wood [The role of psychological empowerment in mediating the effect of human capital development and career development on employee performance at PT. Decorindo Inti Alam Wood]. *Jurnal Riset Inspirasi Manajemen dan Kewirausahaan, 10*(2), 178–196. https://doi.org/10.35130/0jf09011

Frimayasa, A., & Lawu, S. H. (2020). Pengaruh komitmen organisasi dan human capital terhadap kinerja pada karyawan PT. Frisian Flag [The effect of organizational commitment and human capital on the performance of PT. Frisian Flag employees]. *Equilibrium: Jurnal Ilmiah Ekonomi, Manajemen dan Akuntansi, 9*(1), 36–47. https://doi.org/10.35906/je001.v9i1.485

Gunawan, C. (2020). *Mahir menguasai SPSS: Panduan praktis mengolah data penelitian* [Mastering SPSS: A practical guide to processing research data]. Deepublish.

Gunawan, H. (2018). Pengaruh stres kerja terhadap kinerja karyawan [The effect of work stress on employee performance]. *Bongaya Journal for Research in Management (BJRM), 1*(2), 56–61. https://doi.org/10.37888/bjrm.v1i2.90

Hapsari, N. (2022). Pengaruh rotasi kerja dan motivasi terhadap kinerja pegawai yang dimoderasi perilaku kerja [The effect of job rotation and motivation on employee performance moderated by work behavior]. *Jurnal Pendidikan Tambusai, 6*(1), 1552–1569.

Hardani, Andriani, H., Ustiawaty, J., Utami, E. F., Istiqomah, R. R., Fardani, R. A. F., Sukmana, D. J., & Auliya, N. H. (2020). *Metode penelitian kualitatif dan kuantitatif* [Qualitative and quantitative research methods]. Pustaka Ilmu.

Hasibuan, J., & Silvya, B. (2019). Pengaruh disiplin kerja dan motivasi terhadap kinerja karyawan [The effect of work discipline and motivation on employee performance]. *Seminar Nasional Multidisiplin Ilmu, 9*(1), 134–147.

Kasmawati, Y. (2017). Human capital dan kinerja karyawan (suatu tinjauan teoritis) [Human capital and employee performance (a theoretical review)]. *JABE (Journal of Applied Business and Economic), 3*(4), 265. https://doi.org/10.30998/jabe.v3i4.1781

Kusumawati, D. A. (2016). Peningkatan perilaku kerja Islami dengan budaya organisasi Islami sebagai variabel moderasi [Improving Islamic work behavior with Islamic organizational culture as a moderating variable]. *Jurnal Ekonomi dan Bisnis, 17*(1), 34. https://doi.org/10.30659/ekobis.17.1.34-46

Machali, I. (2021). *Metode penelitian kuantitatif* [Quantitative research methods]. https://digilib.uin-suka.ac.id/id/eprint/50344/

Mamduh, H. (2015). Konsep dasar dan perkembangan teori manajemen [Basic concepts and development of management theory]. *Manajemen, 1*(1), 7. http://repository.ut.ac.id/4533/1/EKMA4116-M1.pdf

Mangkunegara, A. P., & Waris, A. (2015). Effect of training, competence and discipline on employee performance in company (case study in PT. Asuransi Bangun Askrida). *Procedia – Social and Behavioral Sciences, 211*, 1240–1251. https://doi.org/10.1016/j.sbspro.2015.11.165

Nurmalasari, I., & Karimah, D. Z. (2020). Peran manajemen SDM dalam lembaga pendidikan untuk meningkatkan mutu pendidik [The role of human resource management in educational institutions in improving the quality of educators]. *MANAGERE: Indonesian Journal of Educational Management, 2*(1), 33–44. https://doi.org/10.52627/ijeam.v2i1.14

Nursam, N. (2017). Manajemen kinerja [Performance management]. *Kelola: Journal of Islamic Education Management, 2*(2), 167–175. https://doi.org/10.24256/kelola.v2i2.438

Oktavian, A., Prasetia, A., Masnun, M., & Widoro, W. (2021). Pengaruh pelatihan dan berbagi pengetahuan terhadap kinerja karyawan melalui pengetahuan manajemen [The effect of training and knowledge sharing on employee performance through management knowledge]. *MASTER: Jurnal Manajemen Strategik Kewirausahaan, 1*(1), 69–78. https://doi.org/10.37366/master.v1i1.132

Oktaviani, D. N., & Irmayanti, N. (2021). Pengaruh stress kerja terhadap kinerja karyawan [The effect of work stress on employee performance]. *PSIKOWIPA (Psikologi Wijaya Putra), 2*(1), 20–28. https://doi.org/10.38156/psikowipa.v2i1.43

Parashakti, R. D., & Setiawan, D. I. (2019). Gaya kepemimpinan dan motivasi terhadap kinerja karyawan pada Bank BJB Cabang Tangerang [Leadership style and motivation on employee performance at Bank BJB, Tangerang Branch]. *Jurnal Samudra Ekonomi dan Bisnis, 10*(1). https://doi.org/10.33059/jseb.v10i1.1125

Purwanza, S. W., et al. (2022). *Metodologi penelitian kuantitatif, kualitatif dan kombinasi* [Quantitative, qualitative, and mixed-methods research methodology].

Safitri, D. E. (2019). Pengaruh pelatihan terhadap kinerja karyawan [The effect of training on employee performance]. *Jurnal Dimensi, 8*(2), 240–248. https://doi.org/10.33373/dms.v8i2.2154

Salah, H., Li, P., Chughtai, M. S., Mushtaq, M. T., & Zeng, X. (2023). The role of knowledge sharing and creative self-efficacy on the self-leadership and innovative work behavior relationship. *Journal of Innovation & Knowledge, 8*(4), 100441. https://doi.org/10.1016/j.jik.2023.100441

Silaen, N. R., Syamsuriansyah, S., Chairunnisah, R., Sari, M. R., Mahriani, E., Tanjung, R., Triwardhani, D., Haerany, A., Masyruroh, A., & Satriawan, D. G. (2021). *Kinerja karyawan* [Employee performance].

Silvia, N. (2021). *Pengaruh human capital terhadap pengembangan karir karyawan PT. Surya Agrolika Reksa 2 Desa Kotobaru Kecamatan Singingi Hilir* [The effect of human capital on employee career development at PT. Surya Agrolika Reksa 2, Kotobaru Village, Singingi Hilir District] [Undergraduate thesis].

Siraj, N., & Hágen, I. (2023). Performance management system and its role for employee performance: Evidence from Ethiopian SMEs. *Heliyon, 9*(11). https://doi.org/10.1016/j.heliyon.2023.e21819

Siyoto, S., & Sodik, M. A. (2015). *Dasar metodologi penelitian* [Fundamentals of research methodology]. Literasi Media Publishing.

Slamet, R., & Aglis, A. H. (2020). *Metode riset penelitian kuantitatif penelitian di bidang manajemen, teknik, pendidikan, dan eksperimen* [Quantitative research methods in management, engineering, education, and experiments]. Deepublish.

Sugiyono. (2015). *Metode penelitian pendidikan* [Educational research methods]. Alfabeta.

Sukoco, I., & Prameswari, D. (2017). Human capital approach to increasing productivity of human resources management. *AdBispreneur, 2*(1), 93–104. https://doi.org/10.24198/adbispreneur.v2i1.12921

Sunaryo, S. (2017). Pengaruh perubahan organisasi, budaya organisasi dan perilaku kerja terhadap kinerja karyawan di PT. Sisirau Medan [The effect of organizational change, organizational culture, and work behavior on employee performance at PT. Sisirau Medan]. *Jurnal Ilmiah Manajemen dan Bisnis, 18*(1), 101–114. https://doi.org/10.30596/jimb.v18i1.1101

Yumhi. (2021). Pengaruh kepemimpinan transformasional, perilaku kerja inovasi kerja terhadap kinerja tugas di LPMP Provinsi Banten [The effect of transformational leadership and innovative work behavior on task performance at LPMP Banten Province]. *The Asia Pacific Journal of Management Studies, 8*(3), 163–174.