



Influence Of Human Capital Management And Work Discipline On Employee Performance at PT. Bumi Mineral Sulawesi

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ABSTRAK

Purpose: This study aims to analyze the effect of Human Capital Management (HCM) and work discipline on employee performance at PT Bumi Mineral Sulawesi. **Methodology:** The research employs a quantitative approach with a saturated sampling technique involving all 72 employees as respondents. Data were collected through observations and structured questionnaires using a Likert scale. The data were analyzed using multiple linear regression supported by validity and reliability tests. **Results:** The findings reveal that Human Capital Management does not have a significant effect on employee performance. In contrast, work discipline has a positive and significant effect on employee performance. Simultaneously, HCM and work discipline significantly influence employee performance. **Novelty:** This study highlights the dominance of work discipline over Human Capital Management in influencing performance within the nickel processing industry. **Findings:** Work discipline emerges as the most influential factor in improving employee performance, while HCM requires better alignment with operational needs. **Originality:** The originality of this study lies in its empirical evidence from a nickel processing company in Indonesia, a sector rarely examined in HCM research. **Conclusions:** Strengthening work discipline and optimizing the implementation of Human Capital Management are essential to improving employee performance. **Type of Paper:** Empirical Research Paper.

INTRODUCTION

Human resources (HR) play a crucial role as a determining factor in achieving optimal productivity within an organization (Bukhari, 2022). In recent decades, the business world has experienced rapid development; however, this progress has not always been accompanied by equivalent advancements in the workforce. This condition arises due to the opportunistic nature of the business world, which is not only a consequence of the business's inherent character but is also influenced by the mindset of business actors in managing companies and human resources (Prama Yanti & Sanica, 2021)

One important aspect of HR management is Human Capital Management (HCM), which encompasses the knowledge, skills, and expertise of individuals as strategic assets of the company

(Silaent, 2023)). The development of employee competencies through training and social capital plays an essential role in improving both individual and organizational performance (Aisyah, 2024) Previous research has shown that HCM has a positive and significant effect on employee performance, both partially and simultaneously (Suryani 2019, 2022) Indicators of HCM include experience, education, training, and social capital ((Frimayasa & Lawu, 2020)

Besides HCM, another factor influencing employee performance is work discipline, which is defined as the awareness and willingness of individuals to comply with company regulations and prevailing social norms (Hasibuan (2016:193-194), 2019). Work discipline is important to ensure the smooth execution of tasks, enhance readiness, and foster employee awareness in adhering to company policies (Resmiyantie & Noor, n.d.) Indicators of work discipline include attendance, responsibility, adherence to work rules, compliance with work standards, alertness, and work ethics (Ningsih, 2023).

Employee performance itself is the result achieved by individuals in completing tasks according to established criteria (Parashakti & Putriawati, 2024) Performance serves as an indicator of employees' contributions toward achieving the goals, objectives, vision, and mission of the organization (Kariyamin, Hamzah, 2024) Indicators of employee performance include quantity, quality, and timeliness of task completion (Setiawan 2015, 2015)

The object of this research is PT Bumi Mineral Sulawesi, a company engaged in nickel processing, particularly in the production of Ferro Nickel Smelters and Nickel Sulfate Battery Grade Smelters, located in Luwu Regency, South Sulawesi. The success of PT Bumi Mineral Sulawesi in facing industry competition cannot be separated from the role of employees with high-quality performance.

Based on the above background, the researcher is interested in conducting a study entitled: "The Influence of Human Capital Management and Work Discipline on Employee Performance at PT Bumi Mineral Sulawesi." This research is expected to provide deeper insights into the relationship between HCM, work discipline, and employee performance, as well as produce relevant recommendations to enhance the effectiveness of HR management within the company.

Human Capital Management (HCM)

Human capital refers to the collection of knowledge, expertise, and skills possessed by individuals, which serve as the company's primary assets (Silaent, 2023). Employee quality can be improved through competency development, which plays an important role in achieving work targets, output quality, and the ability to collaborate within teams (Aisyah, 2024) Indicators of HCM according to ((Frimayasa & Lawu, 2020) include:

1. Experience
2. Education
3. Training
4. Social capital

Work Discipline

Work discipline is defined as the obligations that must be adhered to and prohibitions that must not be violated by every employee, as well as a tool to ensure the smooth execution of tasks (Resmiyantie & Noor, n.d.). (Hasibuan (2016:193-194), 2019) further explains that work discipline reflects an individual's awareness and willingness to comply with company regulations and social norms. Indicators of work discipline according to (Ningsih, 2023) include:

- a) Attendance
- b) Responsibility
- c) Compliance with work regulations
- d) Adherence to work standards
- e) Level of alertness
- f) Work ethics

Employee Performance

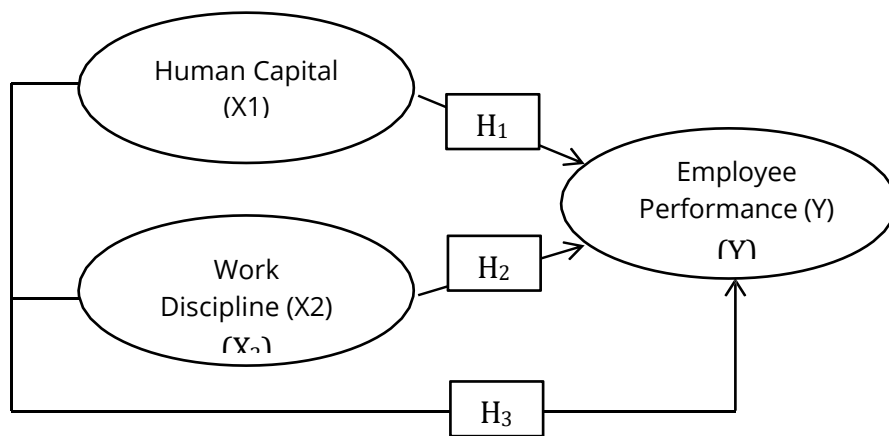
Employee performance is defined as the work results achieved by individuals in completing tasks according to established standards (Parashakti & Putriawati, 2024). Performance also serves as an indicator of employees' positive contributions to the organization, which can be measured through the achievement of goals, objectives, vision, and mission of the company (Kariyamin & Hamzah, 2024; Susanto, 2008). Indicators of employee performance according to (Setiawan 2015, 2015) include:

- Quantity: the amount of work completed within a certain period
- Quality: the extent to which the work meets established standards
- Timeliness: the ability to complete tasks within specified deadlines

Conceptual Framework

The conceptual framework of this research describes the relationship between Human Capital Management (HCM) and work discipline with employee performance. HCM is regarded as a strategic asset that has the potential to improve performance both directly and through the influence of work discipline. Work discipline is considered a variable that may act as a mediator, channeling the effect of HCM on performance, or as a moderator that strengthens or weakens this relationship. A deeper understanding of these relationships is expected to provide both theoretical and practical contributions to human resource management, particularly in the nickel processing industry at PT Bumi Mineral Sulawesi.

Figure 1. Conceptual Framework



- Human Capital Management (X1) → Work Discipline (M/Z) → Employee Performance (Y)
- Human Capital Management (X1) → Employee Performance (Y)
- Moderation: Work Discipline (Z) moderates the effect of Human Capital Management on Performance

Based on the conceptual framework, the research hypotheses are formulated as follows:

- H1: Human Capital Management has a positive effect on employee performance.
- H2: Work discipline has a positive effect on employee performance.
- H3: Human Capital Management has a positive effect on work discipline.
- H4 (Mediation): Work discipline mediates the effect of Human Capital Management on employee performance.
- H5 (Moderation): Work discipline moderates the effect of Human Capital Management on employee performance.

RESULTS AND DISCUSSIONS

Validity Test

Validity test is used to measure the correlation between the score of each statement item in the questionnaire (Dianova & Anwar, 2024). Validity is tested by comparing the value of r count and r table. A statement item is considered valid if the value of r count is greater than ($>$) r table.

Table 1 Validity Test

Variable	Statement	Rhitung	Rtabel	Informations
Human Capital Management X1	X1.1	0,353	0,228	Valid
	X1.2	0,623	0,228	Valid
	X1.3	0,455	0,228	Valid
	X1.4	0,651	0,228	Valid
Work Discipline X2	X2.1	0,659	0,228	Valid
	X2.2	0,561	0,228	Valid
	X2.3	0,697	0,228	Valid
	X2.4	0,691	0,228	Valid
	X2.5	0,729	0,228	Valid
	X2.6	0,575	0,228	Valid
Employee Performance Y	Y.1	0,662	0,228	Valid
	Y.2	0,730	0,228	Valid
	Y.3	0,720	0,228	Valid

Source = Processed Data 2025

The results of the validity test above show that the statement items for each variable are all valid, because the value of r count $>$ r table 0.228, thus further data testing can be conducted.

Reliability Test

The reliability test is used to evaluate how consistent the statement items in the questionnaire are; the questionnaire is considered reliable if the statement items are consistent or stable. Data is considered reliable if the Cronbach Alpha value is greater than 0.60.

Table 2 Reliability Test

Variable	Cronbach Alpha	Informations	Conclussions
Human Capital Management X1	0,656	0,656 $>$ 0,60	Reliabel
Work Discipline X2	0,761	0,761 $>$ 0,60	Reliabel
Employee Performance Y	0,776	0,776 $>$ 0,60	Reliabel

Source = Processed Data 2025

Based on the table above, it can be concluded that the questionnaire used to measure the variables Human Capital Management, Work Discipline, and Employee Performance is reliable and trustworthy as a measurement tool. A Cronbach's Alpha value greater than 0.60 indicates that the data is reliable.

Uji Regresi Linear berganda

Table 3 Uji Regresi Linear berganda

Coefficient

Model	Unstandardized Coefficient		Standardized Coefficient		
	B	Std.error	Beta	T	Sig.
1. (Contant)	6.315	2.037		3.100	.003
Human Capital Management X1	.079	.088	-.090	.896	.373
Work Discipline X2	.311	.058	.542	5.390	.001

Source: Data processed in 2025

$$Y = 6.315 + 0.079X1 + 0.311X2$$

1. The constant value of 6.315 means that if the variables Human Capital Management (X1) and Work Discipline (X2) are zero, then the Employee Performance (Y) is 6.315.
2. The coefficient for Human Capital Management is 0.079, which means that for every one-unit increase in Human Capital Management, Employee Performance will increase by 0.079, assuming X2 remains constant.
3. The coefficient for Work Discipline is 0.311, which means that for every one-unit increase in Work Discipline, Employee Performance will increase by 0.311, assuming X1 remains constant.

Partial Test (T)

This test aims to determine the significance of the effect of each independent variable on the dependent variable individually. The T-table value is obtained using the formula $t_{table} = n - k - 1$ or $72 - 2 - 1 = 69$, where k is the number of independent variables. The resulting T-table value is 1.667. The basis for regression testing is usually carried out with a confidence level of 5% ($\alpha = 0.05$).

Table 4 Partial Test (T)

Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std.error	Beta	T	Sig.
2. (Contant)	6.315	2.037		3.100	.003
HumanCapital X1	.079 Management	.088	.090	.896	.373
Work Discipline X2	.311	.058	.542	5.390	.001

Source = Processed Data 2025

1. Based on the T-test results in the table above, the variable Human Capital Management (X₁) has a calculated t-value of 0.896, which is less than the t-table value (1.667), with a significance level of 0.373 > 0.05. This indicates that Human Capital Management (X₁) does not have a significant effect on Employee Performance (Y).
2. Based on the T-test results in the table above, the variable Work Discipline (X₂) has a calculated t-value of 5.390, which is greater than the t-table value (1.667), with a significance level of 0.001 < 0.05. This indicates that Work Discipline (X₂) has a significant effect on Employee Performance (Y).

Simultaneous Test (F)

This test aims to determine the overall influence of the independent variables on the dependent variable simultaneously. The F-table value is obtained using the formula $n-k-1$ or $72-2-1=69$, where k is the number of independent variables, resulting in an F-table value of 3.13.

Table 5 Simultaneous Test (F)

Anova²

Model	sum of square	df	Mean Square	F	Sig
1. Regression	30.061	2	15.031	14.974	<.001 ^b
Redusial	69.258	69	1.004		
Total	99.319	71			

Source = Processed Data, 2025

Based on the table above, the calculated F-value is 14.974, which is greater than the F-table value of 3.13, with a significance level of $0.001 < 0.05$. Therefore, H3 is accepted, indicating that Human Capital Management and Work Discipline variables simultaneously have an effect on Employee Performance.

Coefficient of Determination Test (R²)

To determine the extent of variation in changes between the independent variables and the dependent variable, the Coefficient of Determination (R²) is used.

Table 6 Coefficient of Determination Test (R²)

Mode	R	R Square	Adjusted Square	Std. Error of the estimate
1.	.550a	.303	.282	1.00187

Source = Processed Data, 2025

From the table above, it can be seen that the R square value is 0.550 or 55.0%. This figure indicates that the variables Human Capital Management (X₁) and Work Discipline (X₂) have a significant combined influence on Employee Performance (Y), while the remaining 45.0% is influenced by other variables outside the scope of this study.

DISCUSSION

1. The Influence of Human Capital Management on Employee Performance

The analysis results indicate that Human Capital Management (HCM) does not have a significant influence on employee performance, with a regression coefficient of 0.079 and a t-value of 0.896, which is less than the t-table value of 1.667 at a significance level of 0.373. This means that each one-unit increase in HCM only improves employee performance by 0.079 units, which is statistically insignificant.

Although conceptually HCM reflects the organization’s collective capability in utilizing employees’ knowledge and skills to achieve optimal performance, in the context of this study, its contribution has not been shown to be significant. One possible reason is that there are still employees who are not adequately prepared or lack the necessary skills to adapt to new technologies, thereby hindering performance improvements (Parashakti & Putriawati, 2024). Additionally, the characteristics of the nickel processing industry, which tends to focus more on technical and operational factors, may cause the influence of HCM to be less dominant.

These findings are inconsistent with Goal Setting Theory, which emphasizes the importance of clear goals in motivating individuals and improving performance ((Hanafi, 2022)(Noe Hollenbeck, Gerhart, 2025)The theory argues that leveraging employees’ knowledge and competencies should

generate added value for the company. However, in this study, HCM does not emerge as a dominant factor influencing employee performance.

2. The Influence of Work Discipline on Employee Performance

Conversely, the analysis results show that work discipline has a significant and positive influence on employee performance. Each one-unit increase in work discipline can enhance performance by 0.311 units. This confirms that work discipline reflects employees' moral awareness in adhering to social standards and company regulations (Lestari & Afifah, 2024)

Work discipline is an essential characteristic that supports smooth organizational operations. Its aspects include punctuality, compliance with procedures, responsibility for tasks, and readiness to face changes (Vallennia et al., n.d.) Besides boosting productivity, work discipline also serves as a managerial tool for communicating with and evaluating employees, ensuring that their behavior aligns with organizational goals (Lestari & Afifah, 2024).

3. The Simultaneous Influence of Human Capital Management and Work Discipline on Employee Performance

Simultaneous testing indicates that HCM and work discipline together have a significant influence on employee performance, with an F-value of 14.974, exceeding the F-table value of 3.13. The regression model used is effective in explaining variability in employee performance.

This result aligns with Goal Setting Theory, which underscores the importance of clear goal setting and the management and development of human resources in enhancing performance. When a company effectively manages HCM and employees possess good work discipline, they are better able to set and achieve work-related goals optimally (Hanafi, 2022; Noe, Hollenbeck, Gerhart, 2025). The positive interaction between HCM and work discipline contributes to creating a work environment that supports individual development, ultimately increasing organizational productivity and performance.

These findings are consistent with Ningsih (2023), who states that HCM and work discipline simultaneously have a significant influence on employee performance.

CONCLUSION

This study shows that the employee performance at PT Bumi Mineral Sulawesi (BMS) is not significantly influenced by Human Capital Management (HCM), with a regression coefficient of 0.079. Conversely, work discipline has a significant and positive influence, where each one-unit increase in work discipline improves performance by 0.311 units. The simultaneous test also indicates a significant effect of both variables on performance, with work discipline emerging as the dominant factor.

These results underscore the importance of work discipline in supporting employee compliance and performance, while HCM requires further strengthening to be effective in enhancing performance.

Management is advised to prioritize programs aimed at improving work discipline and to evaluate the implementation of HCM to ensure it aligns with employees' competency needs, especially in adapting to new technologies in the nickel processing industry. Such measures are expected to help boost employee performance and support the optimal achievement of the company's goals.

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