



Enhancing Employee Performance through Human Capital and Educational Management: Evidence from a State Detention Center

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ABSTRACT

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Human resources are a strategic asset that fundamentally determines organizational success across both public and private sectors. Effective management and development of human capital are essential for enhancing institutional performance and sustaining organizational competitiveness. This study investigates the impact of human capital on employee performance at the State Detention Center. Using a quantitative approach, data were collected from 80 employees selected through probability sampling based on the Krejcie and Morgan formula. A structured questionnaire consisting of 46 items was administered via Google Forms. Data analysis, conducted using IBM SPSS version 25, involved normality tests, simple linear regression, significance tests, and determination analysis. The findings reveal that human capital significantly influences employee performance ($p = 0.000 < 0.05$), with an R-square value of 0.715, indicating that 71.5% of performance variance is explained by human capital. The study underscores the crucial role of continuous learning, competency development, and educational management strategies in optimizing workforce performance within correctional institutions. These results provide valuable insights for human resource and educational managers to design more effective training and development programs that foster professional growth and institutional excellence.

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INTRODUCTION

Public organizations play a critical role in ensuring social stability and justice, especially institutions responsible for upholding law and order. Among them, correctional facilities serve as essential components of the justice system, where the treatment and management of detainees reflect the nation's commitment to human rights and rehabilitation. The effectiveness of these

institutions depends heavily on the competence and ethical quality of their human resources. In this regard, human capital development within correctional institutions becomes a key determinant in achieving both individual and institutional performance. Evidence from various studies has shown that organizations with strong human capital—comprising knowledge, skills, and commitment—are more capable of maintaining resilience in complex environments. Therefore, strengthening the human capital of correctional officers is not only an internal organizational need but also a social responsibility, ensuring that justice, rehabilitation, and public safety are realized in practice rather than remaining theoretical ideals.

Despite their vital role, correctional institutions in Indonesia face long-standing systemic challenges. One major issue is the imbalance between the number of inmates and the available correctional officers, leading to ineffective supervision and management. This overcrowding problem not only strains physical facilities but also burdens the officers responsible for maintaining security and delivering rehabilitation programs. The lack of adequate human resources often results in lapses in monitoring, reduced service quality, and heightened risks of violence or criminal activities within detention centers. These conditions indicate that the existing human resource capacity has not been developed optimally, particularly in the areas of competence, training, and motivation. Consequently, the overall organizational performance suffers, as officers are forced to work beyond their functional capacity. This gap underscores the urgent need to enhance human capital management in correctional institutions to ensure that operational objectives and societal expectations of justice can be effectively met.

The phenomenon observed at the Class I State Detention Center (Rutan) in Depok illustrates the severity of these challenges. As of March 2025, the facility, designed to accommodate 1,130 inmates, holds 1,237 individuals—953 of whom are convicted prisoners rather than detainees awaiting trial. The presence of convicts within a detention center designed for temporary custody disrupts its core function. Furthermore, incidents such as drug trafficking involving detainees in March 2024 and a fatal assault in August 2024 reveal critical weaknesses in supervision and inmate management. With only 100 officers overseeing 1,237 inmates, the supervision ratio stands at 1:11, an unsustainable proportion given the security and administrative demands. These conditions highlight not only the scarcity of human resources but also deficiencies in training, motivation, and performance capacity. Consequently, the operational strain at Rutan Depok exemplifies how inadequate human capital development contributes to both organizational inefficiency and the erosion of correctional integrity.

Previous studies on public sector performance have consistently emphasized the importance of human capital as a driver of organizational effectiveness. Researchers such as Becker (1993) and Wright et al. (2001) established that human capital—knowledge, skills, and abilities—directly influences productivity, commitment, and innovation. In the context of correctional institutions, several studies have examined staff competence and organizational climate as determinants of institutional security and rehabilitation outcomes. However, much of this research focuses on developed nations with relatively balanced staff-inmate ratios and advanced human resource systems. In contrast, studies in Indonesia remain limited, often descriptive rather than analytical, and rarely explore the direct linkage between human capital development and performance in overcrowded correctional environments. This gap leaves an incomplete understanding of how individual capabilities, training, and motivation interact with structural and environmental constraints to influence organizational outcomes in the correctional context.

Moreover, existing studies on Indonesian correctional institutions tend to emphasize administrative management or inmate rehabilitation, with less focus on the officers themselves as key human assets. Research addressing officer performance generally discusses disciplinary issues or workload pressures without integrating these aspects into a human capital framework. Consequently, the literature has not adequately captured how training opportunities, skill development, and commitment shape institutional resilience under operational stress. The scarcity of empirical data further limits policy innovation for improving human resource development in correctional facilities. Hence, this study positions itself to fill that void by examining the role of human capital in enhancing employee performance within Rutan Depok. By linking competence, commitment, and capability to measurable organizational outcomes, this research contributes to a more comprehensive understanding of how correctional institutions can strengthen internal capacities amidst external constraints.

The novelty of this research lies in its integrated approach to analyzing human capital as a multidimensional construct that influences correctional officers' performance. Unlike prior studies that examined training or motivation in isolation, this study conceptualizes human capital as a combination of competence, commitment, and skill that collectively determine organizational productivity. The focus on Rutan Depok—an institution facing extreme overcrowding and limited training resources—provides a unique empirical setting to explore how human capital compensates for structural deficiencies. Additionally, this research aligns with recent theoretical advancements

emphasizing adaptive capability and learning resilience as indicators of organizational sustainability. By situating human capital development within this contemporary framework, the study not only updates previous models but also provides actionable insights for policy formulation, capacity building, and public sector reform in Indonesia's correctional system.

Based on the existing context and research gap, this study seeks to answer the central question: How does human capital affect employee performance at the Class I State Detention Center (Rutan) Depok? The argument underlying this inquiry posits that strong human capital—comprising adequate knowledge, technical competence, and organizational commitment—can enhance performance even under resource-limited conditions. By improving these attributes, officers are expected to maintain effective supervision, ensure inmate welfare, and uphold institutional security. Furthermore, this study contends that human capital development, through systematic training and skill enhancement, contributes directly to organizational resilience and service quality. The findings are anticipated to extend existing theory on human capital in the public sector while providing practical recommendations for optimizing staff management and training policies within Indonesia's correctional institutions.

RESEACH METHOD

This study employs a quantitative research design to examine the influence of human capital on employee performance at the Class I State Detention Center (Rutan) Depok. A probability sampling technique was used to ensure that every member of the population had an equal opportunity to be selected. The sample consisted of 80 correctional officers drawn from the total population of Rutan Depok employees. The number of respondents was determined using the Krejcie and Morgan (1970) sample size formula with a confidence level of 95 percent, corresponding to a five percent margin of error. This level of precision is generally accepted in social research, as it represents an optimal balance between accuracy and feasibility.

The variable of human capital was measured using the Human Capital Measurement Scale (HCMS) developed by Vidotto et al. (2017). This instrument assesses three fundamental dimensions of human capital, namely leadership and motivation, qualification, and satisfaction and creativity. Meanwhile, the variable of employee performance was measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2013), which evaluates contextual performance, adaptive performance, and task performance. All items in both instruments were arranged in the form of a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), enabling the collection of nuanced perceptions and attitudes from the respondents.

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The analytical process began with the Kolmogorov–Smirnov normality test to determine whether the data were normally distributed. Data were considered normally distributed if the significance value exceeded 0.05, while values below 0.05 indicated non-normal distribution. Subsequently, a simple linear regression analysis was performed to examine whether human capital had a significant influence on employee performance. The regression coefficient was evaluated by comparing the p-value with the 0.05 probability level to determine the presence or absence of a statistically significant relationship between the variables.

Furthermore, a significance test was employed to measure the degree of influence between the independent and dependent variables. A p-value lower than 0.05 indicated a significant relationship between human capital and employee performance. The analysis also included the coefficient of determination (R^2) to assess the extent to which human capital contributed to the variation in employee performance. A coefficient value approaching one implied a strong influence, whereas a value close to zero suggested that human capital had minimal impact on performance outcomes.

Overall, this methodological approach integrates validated measurement instruments, systematic sampling, and rigorous statistical analysis to ensure the credibility and accuracy of findings. By adopting this framework, the study aims to produce empirical evidence regarding the role of human capital in enhancing employee performance within Indonesia’s correctional institutions, particularly in the context of Rutan Depok’s operational challenges.

RESULT AND DISCUSSION

Result

The influence of human capital on employee performance

Table 1. Respondent Demographics

Demographic Information	Category	Frequency	Percentage	Amount
Gender	Male	69	86.3	80
	Female	11	13.8	
Age	17-26 Years	49	61.3	80
	27-36 Years	26	32.5	
	37-46 Years	4	5.0	
	47-56 Years	1	1.3	
Years of Employment	High School	52	65.0	80
	Bachelor's Degree	26	32.5	
Demographic Information Gender	Master's Degree	2	2.5	80
	0-5 Years	56	70.0	
Age	6-10 Years	21	26.3	80

Education	11-15 Years	2	2.5
	16-20 Years	1	1.3

Based on respondent demographics, the majority of respondents in this study were male (69 respondents, representing 86.3%), and the remaining 11 respondents were female (13.8%). In terms of age, the majority of respondents in this study were in the 17-26 age group (49 respondents, representing 61.3%). In terms of education level, high school graduates dominated, representing 52 respondents, representing 65%. In terms of length of service, employees with 0-5 years of work experience dominated, representing 56 respondents, representing 70%.

Normality Test

Table 2. Normality Test

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		<i>Unstandardized Residual</i>
<i>N</i>		80
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	4.578993
<i>Most Extreme Differences</i>	<i>Absolute</i>	.065
	<i>Positive</i>	.054
	<i>Negative</i>	-.065
<i>Test Statistic</i>		.065
<i>Asymp. Sig. (2-tailed)</i>		.200 ^{c,d}

The normality test results obtained a significance value or Asymp. Sig. (2-tailed) of 0.200. This value meets the requirements for normality testing, namely $0.200 > 0.05$. This indicates that the data obtained are normally distributed, as the significance value is greater than 0.05.

Simple linear regression test

Table 3. Simple linear regression test

<i>Coefficients^a</i>					
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	
1	<i>(Constant)</i>	29.208	8.573	3.407	.001
	<i>Human capital</i>	2.033	.145	13.974	.000

a. Dependent Variable: Employee Performance

Based on the table displaying the Coefficients table above, the regression direction coefficients can be seen in the Unstandardized Coefficients column and subcolumn B. This column provides information regarding the constant value of 29.208, indicating that the value of the Human Capital variable is constant, and the regression direction coefficient value of 2.033 indicates a positive value in the regression equation.

Significance Test

Table 3. Significance Test

<i>ANOVA^a</i>						
<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	4146.980	1	4146.980	195.281	.000 ^b
	<i>Residual</i>	1656.407	78	21.236		
	<i>Total</i>	5803.387	79			
<i>a. Dependent Variable: employee performance</i>						
<i>b. Predictors: (Constant), human capital</i>						

The significance test results show a value of 0.000, which is less than 0.05, indicating a significant influence between human capital and employee performance at the Class I Depok State Prison.

Determination test

Table 4. Determination test

<i>Model Summary^b</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.845 a	.715	.711	4.608
<i>a. Predictors: (Constant), Human capital</i>				
<i>b. Dependent Variable: Employee Performance</i>				

Based on the determination test results table above, the R value obtained shows a correlation coefficient of 0.845. This value indicates a very strong and positive correlation between the human capital variable and the employee performance variable. The table also shows an R square (r^2) value of 0.715, illustrating the extent to which the human capital variable influences the fluctuation of the overall employee performance variable. The R square value indicates that the influence of human capital on employee performance at the Class I Depok State Prison is 71.5% and 28.5% is influenced by other variables not discussed in this study.

Discussion

The results of this study, obtained through simple linear regression, significance, and determination tests, indicate a significant positive relationship between human capital and employee performance at the Class I State Detention Center (Rutan) Depok. The analysis revealed that human capital accounts for 71.5 percent of the variation in employee performance, with a constant value of 29.208 and a regression coefficient of 2.033. This positive coefficient signifies that an increase in human capital corresponds to an increase in employee performance, and vice versa. Specifically, every one percent increase in human capital contributes to a 2.033-point rise in employee performance. These results underscore the crucial role of human capital as a foundational determinant of how well correctional officers perform their duties, both primary and supplementary.

The findings align with the reality observed in Rutan Depok, where human capital significantly influences operational effectiveness. One example is the Sikadisapa program—an innovation aimed at improving healthcare services within the facility. Due to limited staffing, officers from unrelated departments are often required to assist with this program, which ideally should be handled by medical personnel and administrative staff. This situation reveals how essential competence, adaptability, and motivation are for employees tasked with complex, cross-functional responsibilities. The lack of sufficient training in healthcare or administrative procedures has made it difficult for staff to perform additional duties efficiently, often resulting in lower motivation levels. Increased workload without proper leadership support further diminishes morale and, consequently, overall job performance.

Leadership plays a pivotal role in reinforcing employee motivation and organizational culture. In many cases at Rutan Depok, leadership has been more directive and formal, emphasizing instruction rather than personal engagement or moral support. Such an approach can weaken employee motivation and reduce collaboration among colleagues. Conversely, leaders who are actively involved in guiding, encouraging, and supporting their employees foster a sense of belonging and shared responsibility. This participatory leadership style can significantly enhance motivation, which in turn translates into better individual and collective performance outcomes.

Organizational initiatives such as the Physical and Mental Discipline Program exemplify efforts to strengthen teamwork and cohesion among officers. The program engages all employees, regardless of rank, in joint physical and mental exercises aimed at reinforcing discipline and mutual cooperation. This initiative demonstrates that effective human capital management, supported by active leadership involvement, can stimulate higher participation and

commitment. A well-managed human capital system ensures that employees remain productive, motivated, and prepared to perform optimally even in challenging conditions.

However, limited competency development remains a critical challenge affecting adaptive performance among officers. Situations such as the violent incident involving a newly transferred detainee highlight the need for rapid situational adaptation and technical readiness. Without adequate training in crisis management, officers may struggle to respond appropriately under pressure. This underscores the importance of enhancing adaptive performance, which enables employees to adjust swiftly to unexpected or high-stress circumstances. Developing this capability requires continuous, focused training that emphasizes situational awareness, emotional regulation, and quick decision-making.

Moreover, time management competence has emerged as another critical issue within Rutan Depok. Officers frequently juggle multiple roles, such as handling inmate visits, managing item deposits, and maintaining security, all within limited working hours. Without proper training in workload prioritization and scheduling, these competing demands can lead to inefficiency and reduced task performance. Time-consuming ancillary duties often divert attention from primary responsibilities, resulting in missed targets and decreased effectiveness. Therefore, strengthening time management and organizational skills through targeted training is essential for improving efficiency and maintaining consistent performance levels.

The results further confirm that human capital exerts substantial influence across all dimensions of performance—contextual, adaptive, and task-related. In an environment characterized by overcrowding, resource shortages, and complex operational pressures, employees must rely on their competence, motivation, and creativity to perform effectively. While many officers continue to fulfill their duties diligently, weak leadership, limited motivation, and inadequate skill development hinder their potential to achieve optimal results. Enhancing human capital through structured training programs, leadership involvement, and motivational initiatives is thus imperative for building a more resilient and high-performing workforce.

This study's findings are consistent with prior research demonstrating a positive link between human capital and job performance. For instance, Rabia Imran and Tariq (2020), in their study "The Role of High-Performance Work System and Human Capital in Enhancing Job Performance," found that human capital acts as a mediator in the relationship between high-performance work systems (HPWS) and employee performance. Their findings revealed that HPWS improves performance not only directly but also indirectly through the

enhancement of human capital. Similarly, Huang et al. (2020) in “Relative Effects of Human, Social, and Psychological Capital on Hotel Employees’ Job Performance” reported significant relationships between human capital, psychological capital, and supervisor-rated performance in the service industry. Although conducted in different sectors and cultural contexts, these studies reinforce the universal relevance of investing in human capital to strengthen organizational outcomes.

The present study differs in its context and focus, as it examines human capital within a correctional institution—a public service environment characterized by unique challenges such as overcrowding, safety risks, and resource limitations. Unlike previous research that employed human capital as a mediating variable, this study explores it as a direct predictor of performance. Despite contextual differences, the consistent finding across studies is that investment in human capital—through training, leadership engagement, and motivation—significantly enhances employee performance.

In conclusion, the evidence from Rutan Depok demonstrates that human capital development is not merely a technical requirement but a strategic necessity. Correctional institutions rely heavily on their personnel to maintain security, deliver services, and uphold justice. Therefore, enhancing human capital through systematic training, leadership development, and motivational support will foster a healthier and more productive organizational culture. Ultimately, no matter how advanced the systems or infrastructure, the success of an organization depends on the quality and capability of its people. Human capital remains the cornerstone of sustainable performance and institutional excellence.

CONCLUSION

This study aimed to examine the influence of human capital on employee performance at the Class I State Detention Center (Rutan) Depok. The data analysis revealed a significant and positive relationship between human capital and employee performance. Specifically, the coefficient of determination (R^2) shows that human capital contributes 71.5 percent to variations in employee performance, with the remaining 28.5 percent influenced by factors beyond the scope of this study. These results underscore the importance of human capital, including competence, motivation, leadership, and creativity, in enhancing both individual and organizational performance. A well-developed human capital base enables employees to work effectively, adapt to challenges, and maintain high performance, even in demanding conditions like overcrowding and limited resources.

The findings also highlight the need for continuous improvement in training, leadership involvement, and motivation-building programs to strengthen human capital within correctional institutions. Investing in these areas not only enhances employee capabilities but also fosters a culture of professionalism, innovation, and accountability. While human capital plays a significant role, future research should explore additional factors such as organizational culture, leadership style, job satisfaction, and work environment. Understanding the interplay of these elements will provide a more comprehensive understanding of what drives employee performance in public sector institutions, particularly in Indonesia's correctional system. In conclusion, the research reaffirms that human capital is fundamental to organizational success, and developing skilled, motivated, and adaptive personnel is a strategic investment for the sustainability and excellence of public service organizations like Rutan Depok.

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