

Enhancing Service Recovery: How Human Capital Drives Performance with Employee Commitment as a Mediator

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Abstract

Purpose - The purpose of this study was to analyze the impact of human capital on service recovery performance through employee commitment.

Design/methodology/approach - The study took place in Sleman Regency and focused on an employee at RSUP Dr. Sardjito. The sampling technique used was the Numogram Harry King's Formula method. Data analysis was descriptive. The analysis tool employed was Partial Least Square (PLS) analysis using SmartPLS 3.2.9 software, with Bootstrapping used for mediation analysis.

Findings and Discussion - The study's findings show that human capital positively impacts service recovery performance and employee commitment. Employee commitment also positively affects service recovery performance and can act as a mediator between human capital and service recovery performance.

Originality - The originality of this research lies in its comprehensive examination of the interrelationships between human capital, employee commitment, and service recovery performance within the healthcare sector.

Keywords – Service Recovery, Human Capital, Employee Commitment

Introduction

Management is using resources effectively to achieve targets or objectives in an organization. The management process is essential in organizations and is a way to achieve good human resources. It can even be said that organizational management is a human management process. That is why every manager must be able to work effectively with people and must be able to solve various problems related to increasingly rapid competition in the current era of globalization. In the era of globalization, hospitals must improve their performance and competitiveness without reducing their social

mission. As an institution that provides health services for the community, a hospital requires competent human resources personnel with integrity and a good work ethic. This is to get performance results that align with targets and have good quality.

A hospital is an organized organization of professional medical personnel and a permanent medical facility that provides medical services, continuous nursing care, diagnosis, and treatment of diseases patients suffer. Hospitals are the center of public health services; hospitals also have a strategic role in accelerating the improvement of public health status as an organization that is labor/professional intensive, capital intensive, and technology-intensive. The author is interested in researching one of the health service provider companies, RSUP Dr. Sardjito. RSUP Dr. Sardjito is a class A educational hospital; the service coverage area includes the Special Region of Yogyakarta and southern Central Java. RSUP Dr. Sardjito provides various specialist and sub-specialty medical services and conducts educational and research activities. RSUP Dr. Sardjito is a hospital that has been nationally accredited by the National Accreditation Body KARS (Hospital Accreditation Commission) and internationally accredited by JCI (Joint Commission International), should always make improvements in terms of management in providing quality and affordable health services to the community to improve the level of public health. RSUP Dr. Sardjito is a National Referral Center General Hospital for the DIY and Central Java Region.

RSUP Dr. Sardjito is the Vertical Technical Implementation Unit of the Ministry of Health, structurally under the Directorate General of Health Services of the Ministry of Health. In connection with this, RSUP Dr. Sardjito supports the transformation launched by the Minister of Health, one of which is the transformation of health human resources. Transforming health human resources is an essential central effort. The overall transformation of health human resources will have a positive impact related to transformation in other fields. Of course, it is hoped that there will be an increase in the quality and reach of public health services, ultimately improving various health indicators, including an increase in life expectancy as in developed countries. Transformation means increasing production and equal distribution of doctors and other health workers. However, more than that, it must concern health workers' future career development and welfare.

One of the most significant revenues in hospitals is activities in the operating room. Operating Room at RSUP Dr. Sardjito entered the Surgical and Anesthesia Room Installation. The Surgical and Anesthesia Room Installation is a work unit that provides resources, facilities, and competencies to support the implementation of surgical services, day surgery, anesthesia, and reanimation, as well as education and research. Employees in the surgical and anesthesia room installation have various employment statuses. The following is data on the number of employees in the Surgical and Anesthesia Room Installation at RSUP Dr. Sardjito:

Table 1. Data on Number of Room Installation Employees Surgery and Anesthesia at RSUP Dr. Sardjito

No.	Type of Work	Gender		Total
		Man	Woman	
1.	Non-Medical	5	1	6
2.	Medical Support	4	1	5
3.	Nurses and Midwives	78	67	145
Number of Employees		87	69	156

Apart from being the UPT of the Ministry of Health, RSUP Dr. Sardjito is also a Public Service Agency Hospital, whereas a Public Service Agency Hospital has flexibility in financial arrangements. With this flexibility, hospitals must be able to manage finances to meet employee and operational expenditure needs. As a Public Service Agency Hospital that has human resources of more than 3000 employees, of course, it requires quite a large amount of money to meet these spending needs. So RSUP Dr. Sardjito has a revenue target of around 1.2 trillion. This figure is, of course, a large number; to achieve it requires an effort that is more than just ordinary. It needs to be well organized in managing human resources and finances.

Managing human resources (HR) is one of the responsibilities and functions of company management. Whether management and company performance is reasonable depends on whether management successfully manages its human resources. Therefore, the challenge management must face is building the best human resource management strategy. Dewi and Harjojo (2019) stated that human resource management involves planning, procurement, development, maintenance, and use of human resources to achieve goals individually and organizationally. The primary research in this research is a study of how human capital and employee commitment affect service recovery performance, what factors affect service recovery performance, and an understanding of customer satisfaction levels before and after implementation of service recovery performance.

According to Hamir et al. (2018), service recovery performance, included in the service quality domain, is significantly related to service quality. Service recovery performance improves service companies' experience, which in turn allows them to provide an excellent level of service quality to customers. Of course, it takes work to achieve service recovery performance that is good and sustainable. Studies are needed regarding various factors affecting each service recovery performance, like human capital and employee commitment toward the organization. These various factors can be studied more deeply to see which ones should be prioritized first to find out which factors have a more dominant effect on increasing success service recovery performance to achieve organizational goals.

First, human capital is knowledge, expertise, skills, and creativity that are realized in work abilities that can be used to produce professional services and economic value. According to Yohanes and Hidayati (2019), human

capital can be interpreted as humans themselves, both individuals and teams, in terms of individual capabilities, knowledge, commitment, and personal experience that are lent to the company. Human capital is everything about humans with all their capabilities so they can create value for the company and achieve its goals. Apart from human capital, employee commitment is also a factor that can affect service recovery performance. This is an essential concern for the author, which can be studied by how employee commitment also guarantees high and low work results produced by the employee. According to Kasmir (2019), commitment is a person's responsibility for words, actions, regulations, and organizational policies. Someone who has a strong commitment will be severe in their work. This affects a person's career and can improve through other variables. Likewise, improving your career will be challenging if you have low commitment. Based on the background description explained above, the author realizes that human capital and employee commitment are significant variables to study when assessing service recovery performance. For this reason, the author is interested in conducting research titled "The Analysis of Human Capital to Service Recovery Performance through Employee Commitment as Intervening Variable at the Surgical Room Installation at Dr. RSUP. Sardjito."

Literature Review

Human Capital

Human capital is linguistically composed of two essential words, namely Human and Capital, which are knowledge, expertise, skills, and creativity realized in work abilities that can be used to produce professional services and economic value. Yohanes and Hidayati (2019) stated that human capital can be interpreted as humans themselves, both individuals and teams, in terms of individual capabilities, knowledge, commitment, and personal experience that are lent to the company. According to Hidayat and Latief (2018), human capital is a strategic approach to people management that focuses on issues-oriented toward organizational achievement. Human Capital Management treats human resources as a high-level strategic issue. It seeks to systematically analyze, measure, and evaluate existing policies and put them into practice to create value for the company. Based on the definition above, it can be concluded that human capital is everything about humans that is very valuable competitively to achieve competent human resources so that they can create value for the company so that it can achieve its goal of obtaining a better level of consumption in the future and serves as a basis for social development.

Employee Commitment

Human resources are company assets that must be guarded and maintained so that quality employees remain. To make this happen, employees must commit. Commitment is an attitude that reflects the extent to which an individual knows and is attached to his organization. Employee

commitment is a condition in which employees are very interested in their organization's goals, values, and targets. Furthermore, Putra et al. (2019) stated that employee commitment is an effort to involve themselves in the company and not want to leave it. According to Putra et al. (2019), employee commitment is a psychological bond of employees to an organization which is characterized by solid trust and acceptance of the organization's goals and values, a willingness to strive to achieve the interests of the organization, a strong desire to maintain one's position as a member of the organization. Based on the various definitions stated above, it can be concluded that employee commitment is the level at which an employee tries to involve himself in the company where he works and wants to maintain his membership in its company and the involvement of someone who is relatively solid and willing to try hard to achieve company goals.

Service Recovery Performance

Customer recovery is a crucial service sector component because service failure is unavoidable; frontline service staff must ensure customer engagement and loyalty after service disappointment. As a result, service recovery performance is generated due to customer perception, intentional, affective behavior such as customer repurchase intentions, and satisfaction that may be affected by the service recovery performance of an employee (Ahmad et al., 2018). According to Hamir et al. (2018), service recovery performance, included in the service quality domain, is significantly related to service quality. Service recovery performance improves service companies' experience, which in turn allows them to provide an excellent level of service quality to customers.

Based on the various definitions stated above, service recovery performance is a company or organization's efforts directly related to employee perceptions of competence and service behavior to find and overcome service failures and provide excellent service quality to customers.

Hypothesis Development

Effect of Human Capital on Service Recovery Performance

Yohanes and Hidayati (2019) stated that human capital can be interpreted as humans themselves, both individuals and teams, in terms of individual capabilities, knowledge, commitment, and personal experience that are lent to the company. Human capital is everything about humans with all their capabilities so they can create value for the company and achieve its goals. Prioritizing corporate impact human capital namely being able to produce professional services and economic value by treating human resources as a high-level strategic problem and trying systematically to analyze, measure and evaluate existing policies and put them into practice to create values for the company (Hidayat & Latief, 2018), as for the results of research by Mihardjo et al. (2020) and Aman-Ullah et al. (2022) which reveals that human capital has a positive effect to service recovery performance. Based on the description above, it can be formulated that the hypothesis in

this research is as follows:

H1: Human capital has a positive effect on service recovery performance.

Effect of Human Capital on Employee Commitment

According to Guan (2019), human capital functions as an endogenous factor and driver of economic growth, which serves as the social basis of development. Moliterno and Nyberg (2019) stated that human capital can be a competitively valuable resource if a company can use it well. Human capital can be interpreted as an approach where the people in a company are seen as valuable intangible capital that creates part of the company's value, not as a cost item (Kucharčíková & Mičiak, 2018). The results of research by Risdianti & Budiono (2018), Triatmanto et al. (2019), Mayowa-Adebara (2020), and Mihardjo et al. (2020) revealed that human capital has a positive effect on employee commitment. Based on the description above, it can be formulated that the hypothesis in this research is as follows:

H2: Human capital has a positive effect on employee commitment

Effect of Employee Commitment to Service Recovery Performance

According to Kasmir (2019), commitment is a person's responsibility for words, actions, regulations, and organizational policies. Someone who has a strong commitment will be severe in their work. This influences a person's career and can improve through other variables. Likewise, improving your career will not be accessible without commitment. Putra et al. (2019) state that employee commitment is a psychological bond of employees to an organization which is characterized by solid trust and acceptance of the goals and values of the organization, a willingness to strive to achieve the interests of the organization, a strong desire to maintain one's position as a member of the organization." An active relationship with the organization is one in which people are willing to contribute to the success of the organization (Wibowo, 2019). The results of research by Kolor (2018), Mihardjo et al. (2020), Mwenyasi (2020), and Mao et al. (2022) reveal that employee commitment has a positive effect on service recovery performance. Based on the description above, it can be formulated that the hypothesis in this research is as follows:

H3: Employee commitment has a positive effect on service recovery performance

The explanation of the hypothesis above can be concluded from the framework of thinking shown in Figure 1, which connects the effect of human capital on service recovery performance through employee commitment.



Figure 1. Research Framework

Methods, Data, and Analysis

This study's population was all Surgical and Anesthesia Room Installation employees at RSUP Dr. Sardjito. 156 employees determined the sample size using the Harry King nomogram and obtained 52 respondents. The following are the questionnaire items in this research in Table 2:

Table 2. Research Questionnaire
Service Recovery Performance

No	Statement
Response	
1	Employees can respond quickly to problems that occur.
2	The organization can handle every service failure well.
Information	
3	Organizations want to hear the views that customers expect.
4	Employees guarantee that the same problem will not happen again.
Action	
5	Employees can make improvements to service failures that occur.
6	The organization can carry out follow-up actions to restore services.
Compensation	
7	There is fair remuneration for each employee.
8	The organization guarantees better service as a form of compensation.

Employee Commitment

No	Statement
Employee Pride	
1	Employees voluntarily want to contribute to the progress of the organization
2	The organization provides space for employees to improve their performance.
Employee Loyalty	
3	Employees voluntarily want to make sacrifices to protect the organization.
4	Employees side with the organization if a problem occurs beyond the organization's control.
Employee Willingness	
5	Employees help each other complete job descriptions.
6	Employees support each other if other employees experience problems.

Human Capital

No	Statement
Knowledge	
1	Employees know the job index they will be working on in detail.
2	Employees understand all information implemented by the organization according to SOP.
Experience	
3	Employees have sufficient experience in completing work.
4	Employees have gone through many certain events in completing work.
Skills	
5	Employees think quickly in making decisions in the organization.
6	Employees complete their work with excellent results.
Creativity	
7	Employees have more advanced thinking to create new things.
8	Employees have creative thinking skills when creating new ideas.

Methods, Data, and Analysis

Inferential Analysis uses the analysis test Convergent Validity (declared valid if it has a correlation value above 0.50), Discriminant Validity (declared valid if the indicator's relationship with the construct is higher than its relationship with other constructs), and Composite Reliability (declared valid if composite reliability has a value above 0.70.) research indicator. After that, a Goodness of Fit test is carried out to see the estimation results of SmartPLS output compared with the criteria in Table 3. Finally, hypothesis testing for both direct and indirect effects will be carried out. For indirect effects, can look at the criteria in Table 3 as follows:

Table 3. Goodness of Fit Assessment Criteria

Fit Summary	Cut Off	Explanation
SUMMER	< 0,10	Fit
d_ ULS d_ G	Ouput Confidence Interval 95% -99% > Original_Sampel	Fit
<i>Chi-Square</i>	$\chi^2_{Statistik} < \chi^2_{Tabel}$	Fit
NFI	Close to the value 1	Fit
RMS ₀	< 0,12	Fit

Table 4. Mediation Analysis Criteria

Case	Result	Mediation Status
1	(OS) TE > (OS) DE TE Sig. & DI Sig.	Mediation variables act as variables that increase the strength of the influence of the independent variable on the dependent variable
2	(OS) TE = (OS) DE TE & DI (Sig. or Not)	Mediation variables do not act as variables that increase the strength of the influence of the independent variable on the dependent variable
3	(OS) TE < (OS) DE	Mediation variables play a negative role as

	TE & DE (Sig. or Not)	variables that reduce the strength of the influence of the independent variable on the dependent variable.
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The sampling technique uses a probability model where, in the sample selection, each member of the population has the same chance of becoming a member of the sample through simple random sampling. The employees involved in this research or study are at the Surgical Room Installation at Dr. RSUP. Sardjito with 52 employees. The samples were selected using the method formula Harry King Nomogram (Wiyono, 2020), which calculates the sample size not only based on an error of 5% but varies up to 15%, with a 95% confidence level calculation as follows: $0,28 \times 156 \times 1,195 = 52,19$ rounded to 52

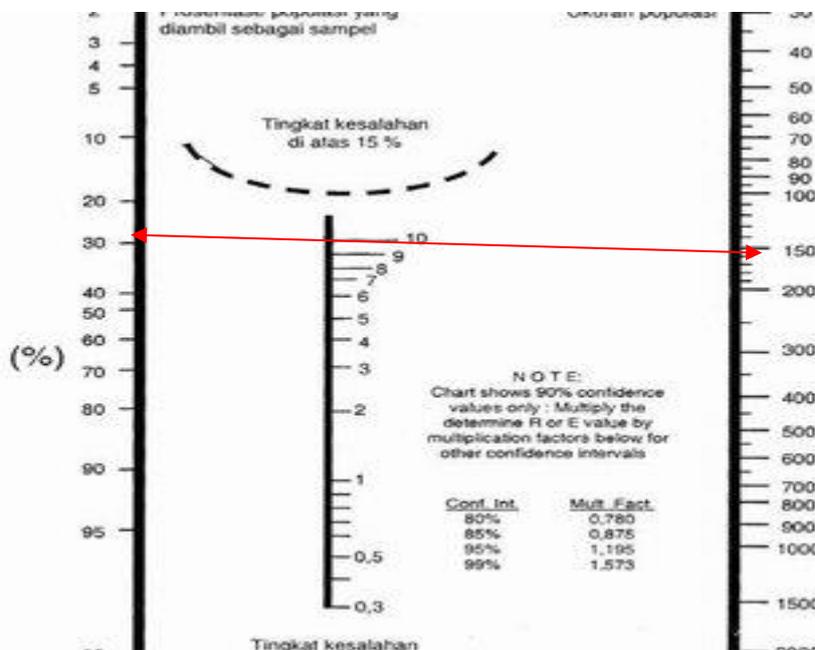


Figure 2. Nomogram Harry King

Result

Respondent profiles are presented in the research to describe the characteristics of respondents who have been grouped based on gender, age, last education, and type of work, which can be seen in Table 5 as follows:

Table 5. Description Analysis of Respondents

No	Criteria	Amount	Percentage (%)
1.	Gender		
	Man	27	48%
	Woman	25	52%
	Total	52	100%

2.	Age		
	20-30 Years	10	19%
	31-40 Years	23	44%
	41-50 Years	10	19%
	≥ 50 Years	9	18%
	Total	52	100%
3.	Last Education		
	High School/Equivalent	-	-
	Associate's Degree (D3)	25	48%
	Bachelor's Degree (D4)	2	4%
	Bachelor's Degree (S1)	24	46%
	Master's Degree (S2)	1	2%
	Total	52	100%
4.	Type of Work		
	Non-Medical	-	-
	Medical Support	3	6%
	Nurses and Midwives	49	94%
	Total	52	100%

Table 5 illustrates that the number of male respondents was 27 with a percentage of 52%, followed by 25 female respondents with 48%. Based on age, it can be seen that there are ten people aged 20-30 years with a percentage of 19%, aged 31-40 years, as many as 23 people with a percentage of 44%, aged 41-50 years as many as ten people with a percentage of 19% and aged >50 years as many as nine people with a percentage of 18%. Based on the latest education, it can be seen that there are 25 people Associate's Degree (D3) with a percentage of 48%, two people Bachelor's Degree (D4) with a percentage of 4%, 24 people Bachelor's Degree (S1) with a percentage of 46% and Master's Degree (S2) as many as one person with a percentage of 2%. Based on the type of work, it can be seen that there are three medical support people with a percentage of 6% and 49 nurses and midwives with a percentage of 94%.

The next stage is to test indicators that are measured using criteria Convergent Validity, Discriminant Validity, and Composite Reliability:

Convergent Validity

Convergent Validity is measured from the correlation between indicator scores and the construct. Table 6 shows that all indicators have met the criteria for convergent validity.

Table 6. Convergent Validity Test

Indicator	HC	EC	SRP	Status
	X1	Y1	Y2	
X1.1	0,817			Valid
X1.2	0,919			Valid
X1.3	0,911			Valid
X1.4	0,891			Valid

Y1.1		0,832		Valid
Y1.2		0,875		Valid
Y1.3		0,746		Valid
Y2.1			0,876	Valid
Y2.2			0,868	Valid
Y2.3			0,890	Valid
Y2.4			0,764	Valid

Description: HC (Human Capital), EC (Employee Commitment), SRP (Service Recovery Performance)

Discriminant Validity

The results of this data processing show cross-loading. The indicator has the largest value for its variable compared to other variables, so it meets discriminant validity, which can be seen in Table 7.

Table 7. Discriminant Validity Test

Indicator	HC	EC	SRP	Status
	X1	Y1	Y2	
X1.1	0,817	0,527	0,704	Valid
X1.2	0,919	0,715	0,698	Valid
X1.3	0,911	0,596	0,675	Valid
X1.4	0,891	0,545	0,655	Valid
Y1.1	0,519	0,832	0,704	Valid
Y1.2	0,550	0,875	0,608	Valid
Y1.3	0,594	0,746	0,590	Valid
Y2.1	0,652	0,681	0,876	Valid
Y2.2	0,757	0,656	0,868	Valid
Y2.3	0,714	0,702	0,890	Valid
Y2.4	0,470	0,605	0,764	Valid

Description: HC (Human Capital), EC (Employee Commitment), SRP (Service Recovery Performance)

Composite Validity

Based on table 8 shows that the value composite reliability of all research variables has a loading factor > 0.70, which means that all variables have a high level of reliability.

Table 8. Composite Validity Test

Variable	Loading Factor	Explanation
Human Capital (X1)	0,935	Reliable
Employee Commitment (Y1)	0,859	Reliable
Service Recovery Performance (Y2)	0,913	Reliable

Model Fit Test

The model fit test is carried out by looking at the output estimation results in SmartPLS compared with the criteria in Table 9 as follows:

Table 9. Model Fit Test Results

Model Fit Index	Cut-Off Value	Output Model	Explanation
SRMR (Standardized Root Mean Square Residual)	< 0,10	0,087	Fit
d-ULS	> 0,05	0,496	Fit
d-G	> 0,05	0,426	Fit
Chi-Square	χ^2 Statistik < χ^2 Tabel (χ^2 Tabel = 552,07)	114,893	Fit
NFI	Close to value 1	0,754	Marginal
RMS Theta (The root mean squared residual covariance)	< 0,12	0,268	Marginal

Based on table 9 above, shows that the output on SRMR is (0.090 < 0.10) with fit information, the output on d-ULS (1.370 > 0.05) with fit information, the output on d-G (1.201 > 0.05) with information fit, output on Chi-Square (294.552 < 552.07) with fit information, output on NFI (close the value 1 = 0.686) with marginal information, and output RMS Theta(0.228 > 0.12) with marginal information. The goodness of fit has met the criteria for the hypothesis testing stage.

Hypothesis Testing

After doing the test goodness of fit model, this stage tests the hypothesis developed by looking at the results p-value and t-statistics and comparing with predetermined criteria, along with the results of hypothesis testing, which can be seen in Figure 3 and Table 10.

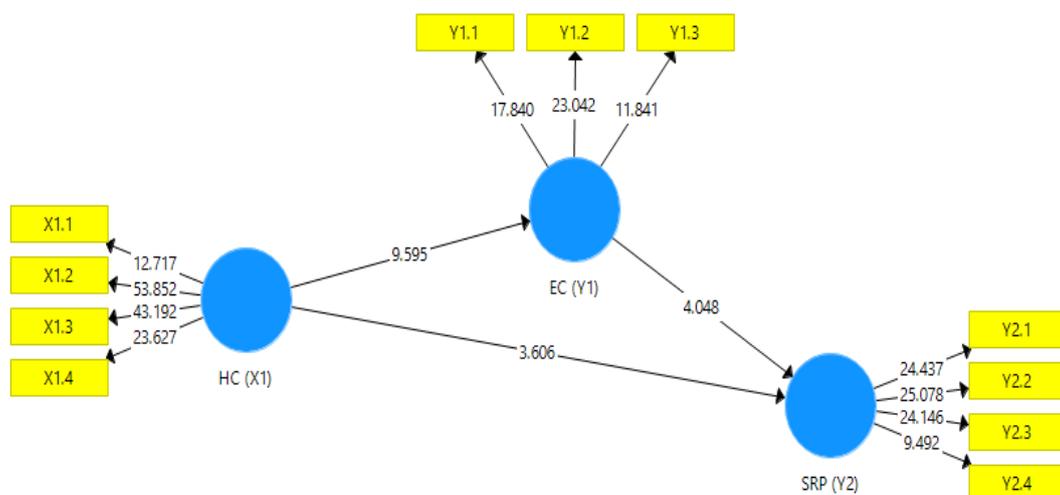


Figure 3. Hypothesis Test Results

Table 10. Hypothesis Testing

Hypothesis		OS	t Statistic	P - value	Status
H1	<i>Human capital has a positive effect on service recovery performance</i>	0,477	3,589	0,000	Proven
H2	<i>Human capital has a positive effect on employee commitment</i>	0,277	2,036	0,042	Proven
H3	<i>Employee commitment has a positive effect on service recovery performance</i>	0,513	4,151	0,000	Proven

Based on table 10 shows the results of hypothesis testing as follows: (a) H1 has a P-value (0.000) < 0.05 and t-statistics 3.589 > t-table 1.96, then H1 is proven. (b) H2 has a p-value (0.042) < 0.05 and t-statistics 2,036 > t-table 1.96 then H2 is proven. (c) H3 has a p-value (0.000) < 0.05 and t-statistics 4.151 > t-table 1.96 then H3 is proven.

Mediation Analysis

Analysis of mediation effects shows that all mediation effects in Table 11 have a Total Effect > Direct Effect, so it can be concluded that employee commitment can mediate the effect between human capital and service recovery performance.

Table 11. Mediation Effect Analysis

VAR	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)	Explanation
	(X1 → Y2)	X1 → Y1 → Y2	DE + IE	
X1	0.477 (0.000)	0.142 (0,0.079)	0.619 (0.000)	Mediation

Discussion

Effect of Human Capital on Service Recovery Performance

The results of testing the path coefficient of the first construct show that human capital has a positive and significant effect on service recovery performance for employees at the surgical room installation at Dr. RSUP. Sardjito. The statement "Employees have more advanced thinking to create new things" states neutral as much as 2%. The statement "Employees have creative thinking in creating new ideas" states neutral as much as 2%, which means that only a small portion of employees do not carry out the pattern, creative thinking in creating new things and new ideas in the Surgical Room Installation at RSUP Dr. Sardjito, therefore the entire organization still

requires several aspects of improvement human capital so that all employees can comply service recovery performance better in the Surgical Room Installation at RSUP Dr. Sardjito. The results of this research are by other research conducted by Mihardjo et al. (2020) with the title "Impact of Key HR Practices on Service Recovery Performance with Mediating Role of Employee Commitment," where it says the human capital has a positive and significant effect on service recovery performance. The results show that the t-count value $>$ t-table ($2.273 > 1.96$) has a significant value of less than 0.05 ($0.001 < 0.05$). Selain itu, perlu dukungan seorang pemimpin sangat penting baik dalam meningkatkan human capital dan kinerja organisasi secara berkelanjutan (Hadi et al., 2023, 2024, 2024)

Effect of Employee Commitment to Service Recovery Performance

The results of testing the path coefficient of the first construct show that human capital has a positive and significant effect on service recovery performance for employees at the surgical room installation at Dr. RSUP. Sardjito. The statement "Employees side with the organization if a problem occurs beyond the control of the organization" states they disagree as much as 2%, the statement "Employees side with the organization if a problem occurs outside the control of the organization" states neutral as much as 29% and the statement "Employees voluntarily want to make sacrifices to protect organization" which stated neutral as much as 23%, which means that the majority of employees side with the organization, if a problem occurs that, is beyond the control of the organization, which can provide support for the organization to be better if there is an obstacle that occurs within the organization. Employees also voluntarily make sacrifices to protect the image or name of the organization so that it does not become bad among customers or the wider community. This makes every employee know the importance of sacrifice to provide better progress in the Surgical Room Installation at RSUP Dr. Sardjito. Therefore, the whole organization still needs a slight improvement in employee commitment so that all employees can better comply with service recovery performance in the surgical room installation at RSUP Dr. Sardjito. The results of this research are by other research conducted by Mihardjo et al. (2020) with the title "Impact of key HR practices (human capital, training, and rewards) on service recovery performance with mediating role of Employee commitment," where it says employee commitment positive and significant effect on service recovery performance. The results show that the t-count value $>$ t-table ($5.231 > 1.96$) has a significant value of less than 0.05 ($0.000 < 0.05$).

Effect of Human Capital on Service Recovery Performance through Employee Commitment

The results of testing the indirect construct path coefficient (mediation analysis) show that human capital has a positive and significant effect on service recovery performance through employee commitment as an intervening variable for employees at the Surgical Room Installation at

RSUP Dr. Sardjito. Moliterno and Nyberg (2019) stated that human capital can be a competitively valuable resource if a company can use it well. Kasmir (2019) stated that commitment is a person's responsibility for words, actions, regulations, and organizational policies. Someone who has a strong commitment will be severe in their work. (Hamir et al., 2018) stated that service recovery performance is included in the service quality domain, which is significantly related to service quality. For service companies, service recovery performance increases their experience, enabling them to provide quality service at an excellent level provided to customers. The results of this research are by other research conducted by Mihardjo et al. (2020) with the title "Impact of key HR practices (human capital, training, and rewards) on service recovery performance with mediating role of Employee commitment," where it says human capital positive influence on service recovery performance through employee commitment. The results show that the t -count value $> t$ -table ($4.273 > 1.96$) has a significant value of less than 0.05 ($0.001 < 0.05$).

Conclusion

The performance of the Surgical Room Installation at Dr. RSUP. Sardjito is significantly impacted by human capital. It is important to enhance human capital management to improve service performance, particularly for employees who may need support to boost their creativity. Employee commitment also plays a crucial role in service recovery performance, with most employees demonstrating strong support and willingness to make sacrifices for the organization. However, there is still room for improvement in this area. Human capital has a direct impact on service recovery performance through employee commitment, indicating that strengthening employee commitment will enhance the effect of human capital on service recovery performance. Therefore, it is essential to focus on enhancing both human capital and employee commitment to improve service recovery performance. Additionally, leadership support is necessary to achieve optimal results.

Limitation

The study's limitation is that the sample size is focused on only one hospital, so the results may not be applicable to other organizations or sectors. Additionally, the research has not taken into account various variables, such as organizational culture, which could impact service recovery.

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