

DISCLOSING HUMAN CAPITAL IN BUSINESS ENTITIES

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ABSTRACT

Research Objectives – This research aims to reveal human capital at PT Skena Wahana Kreatif.

Method - This study employs an ethnographic approach with the interactive analysis model of Miles and Huberman.

Research Findings – Human capital is the core of services at PT Skena Wahana Kreatif, with employees as investors actively contributing through their skills and commitment.

Theory and Practical Implications - This research highlights the importance of emotional aspects in human capital and suggests career development policies and a work environment that supports employee loyalty.

Novelty - The concept of employees as "investors" and the focus on an emotional ecosystem for retaining creative workforce offers a new perspective in human capital research.

INTRODUCTION

In recent decades, human resources have become a primary focus in company development across various fields, particularly for businesses in the digital creative services sector. This shift reflects a new paradigm where people are no longer viewed merely as production tools but as vital assets that need holistic management to support company sustainability. In the economic and social sectors, more service companies are recognizing the significance of human resource quality in determining the quality of services and products they deliver (Lubis, 2017:706). PT Skena Wahana Kreatif, a digital creative agency in Makassar, relies heavily on its employees' skills to meet client demands and maintain competitive strength.

However, most previous studies have focused on human resources as productive assets without delving deeply into the concept of human capital as an asset requiring emotional and motivational approaches. Sudarno (2015) points out that human resources have unique characteristics, such as feelings and expectations, that are inherently different from physical assets. This gap underscores the need for further exploration of how service companies can manage human capital to maximize long-term employee contributions. Another gap is the limited research that explores management practices emphasizing not only performance effectiveness but also the emotional well-being of employees.

On the other hand, human resource management theories are still largely dominated by traditional approaches that view people within the context of production and operations. Rensis Likert, in his book *The Human Organization: Its Management and Value*, highlights that competence and motivation are crucial to company performance. However, in the context of creative service companies, performance is shaped not only by technical competence but also by creativity and the quality of social interactions, which are less commonly explored. By critiquing these theories, it

becomes apparent that conventional approaches are insufficient to understand human capital management in service sectors highly dependent on creativity, innovation, and interpersonal relationships.

The novelty of this research lies in the use of an ethnographic approach to examine human capital at PT Skena Wahana Kreatif in Makassar. Through this approach, the researcher can gain a deep understanding of how management and employees interact to build and maintain human capital quality as a competitive advantage. In the context of the digital creative services industry, this ethnographic approach provides a unique perspective on human resource management focused on social and emotional aspects.

This study aims to analyze the management of human capital at PT Skena Wahana Kreatif and highlight its limitations by focusing only on one company in Makassar. The results of this study are expected to provide valuable insights both practically and theoretically for human capital management in the creative services sector in Indonesia.

METHOD

This study employs an ethnographic approach to understand the phenomenon of human capital at PT Skena Wahana Kreatif in Makassar. A qualitative approach was chosen for its ability to portray complex and in-depth social and cultural situations, allowing the researcher to identify unique aspects that quantitative research may not capture (Jaya, 2020). Previous studies utilizing ethnographic approaches have demonstrated their effectiveness in uncovering cultural insights and understanding social interaction processes, especially in organizations heavily reliant on the quality of interpersonal interactions (Sudarno, 2015). For this reason, an ethnographic method was selected as it enables the researcher to capture the dynamics of human capital as a core asset in creative service companies, which has unique characteristics compared to other assets.

Data in this study were collected through multiple data collection techniques: in-depth interviews, participant observation, and documentation. In-depth interviews were conducted with employees and management to gather insights on human capital from various perspectives within the company.

Table 1 Key Informants

Key Informants (Pseudonyms)	Position
Iphink	President Commissioner
Inna	Business Development
Aufar	Graphic Designer
Iin	Project Manager
Minar	Social Media Specialist
Abe	Managing Direktor
Fifi	Project Manager

Table 1 presents the key informants who serve as the primary sources in this study. These informants contributed to the interviews aimed at uncovering human capital at PT Skena Wahana Kreatif. The substance of these interview results is displayed in the following table.

Tabel 2. Interview Substance

Key Informants (Pseudonyms)	Main Theme	Patterns
Iphink	History of entity establishment, vision and mission, employee contributions, competencies, perspectives on human capital, and employee-investors.	Establishment process, interconnection of human capital, company-employee relationships (work culture), efforts to maintain employee-investors.
Inna	Motivation and investment in human capital, expectations and challenges in the company, contributions of human capital to the company, development and management of human capital, perspectives on human capital.	The importance of personal and professional growth; investment in experience and knowledge; expectations for continuous development and professionalism in HR management.

Aufar	Motivation for personal investment, career advancement expectations, contributions as an investor in human capital, potential development, and a supportive environment.	Investment in new skills for career development; expectations for recognition of human capital investment through increased positions and responsibilities.
Iin	Employee perspectives on human capital.	Human capital as initiative and willingness; personal investment in skill development; human capital as an individual asset that can be utilized outside the company.
Minar	Employee perspectives on human capital.	Human capital as character and expertise; investment in human capital as a form of loyalty; development of networks and learning opportunities through experiences in the company.
Abe	Employee perspectives on human capital.	Human capital as a strategic resource; the importance of ecosystem and growth mindset; human capital in the form of charisma, leadership, and communication skills; dynamic relationships between employees and the company; satisfactory emotional and financial return on investment.
Fifi	Expectations, meaning, human capital, empowerment of human capital, perspectives on human capital, return on investment in human capital.	Reasons for working at the company; involvement of human capital: self-empowerment; sources of learning; investment in human capital (the relationship between recognition and loyalty).

Source: Interview results, data processed (2024)

Table 2 shows the substance of the interviews divided into main themes and established patterns. The main themes from the three key informants are generally related to employees' perspectives on human capital. The patterns identified include the role of individuals in workplace culture, employees as investors in workplace culture, the maintenance and development of human capital in the work environment, the role of the work ecosystem in retaining human capital, and the relationship between recognition and employee-investor loyalty.

Next, participant observation allowed the researcher to directly observe human capital management activities and the interactions occurring in the daily work environment. Documentation techniques were used to supplement information through various company documents, such as organizational structure, activity reports, company vision and mission, and existing employee development processes (Ismayani, 2019).

Data analysis was conducted using the interactive analysis method of Miles and Huberman, which includes several key stages: data collection, data reduction, data presentation, and conclusion drawing (Sugiyono, 2021). In the data collection stage, the researcher ensured that all obtained data was relevant to the research objectives and guaranteed a deep understanding of human capital. The data reduction stage involved selecting information relevant to the research focus, while the data presentation stage utilized narratives and tables to organize the findings. Conclusions were drawn based on the reduced and presented data, which were then validated through data triangulation, including checking the credibility of the data through triangulation and member checks.

This study does not include mathematical analysis as the data used are qualitative, consisting of narratives explaining the concepts of human capital and social interactions within the company. The conceptual framework of the research can be illustrated in the following diagram:

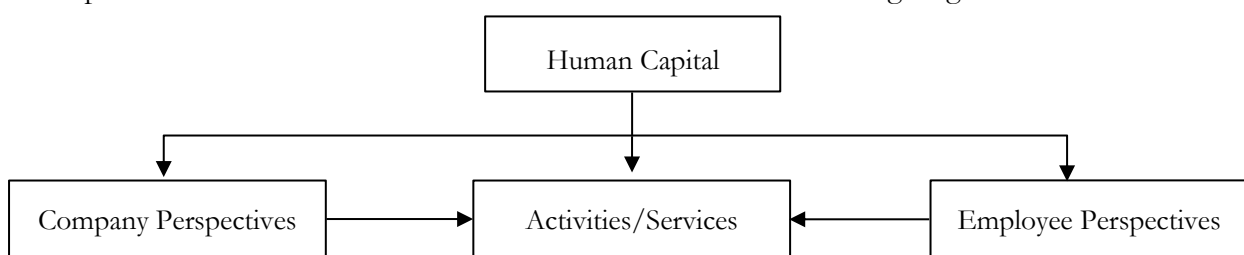


Figure 1 Conceptual Framework

The image illustrates that the company and employees have different views on human capital. The company, as the provider of job opportunities, and the employees, as workers offering the quality of resources they possess, will have distinct perspectives.

RESULTS AND DISCUSSION

This study aims to reveal human capital at PT Skena Wahana Kreatif through an ethnographic approach, focusing on exploring organizational culture and interpersonal interactions within it. PT Skena Wahana Kreatif, as a digital creative agency in the digital creative industry, offers a variety of services that require intensive employee involvement to achieve client satisfaction. As a company that positions people as its main asset, the concept of human capital at Skena becomes a central element that directly impacts the quality of services provided. By observing the interactions between employees and stakeholders within the company, this research uncovers employee perspectives as "investors" in the human capital they possess. Through interviews and observations, an analysis was conducted to see how the company maintains, develops, and rewards its human capital, creating a work environment that supports employee loyalty and fosters business sustainability.

The Role of Human Capital in Workplace Culture. In the ethnographic approach, the main focus is on understanding how human capital influences workplace dynamics. Based on observations and interviews with various team members, it is evident that employees at Skena consider themselves an integral part of the products offered to clients. Fifi, a project manager, stated that the services provided highly depend on the quality of human resources at Skena, highlighting the importance of the relationship between employees and clients. Skills such as listening and understanding client needs are fundamental aspects of human capital that contribute to creating positive client experiences.

Employees as Investors in Human Capital. From an ethnographic perspective, the concept of 'employee-investor' in human capital at PT Skena Wahana Kreatif is particularly interesting. Observations reveal that employees, as mentioned by Ahmad Aufar (Graphic Designer), perceive their human capital as personal assets lent to the company. In Skena's work culture, there is a high awareness among employees that their contributions are investments in the company. They actively choose to contribute their time, skills, and energy to achieve the company's goals. Thus, this concept reflects that employees see themselves not merely as workers but as investors who own their human capital.

Maintenance and Development of Human Capital in the Workplace. Observations in the workplace of PT Skena Wahana Kreatif highlight the importance of HR development and employee interaction as key factors in maintaining existing human capital. A supportive work environment and opportunities for self-development create an atmosphere where employees feel comfortable and supported in their investment of human capital. In an interview, Iphink, the President Commissioner, stated that the company is committed to "building people," believing that employee growth will positively impact company growth. This culture encourages learning and knowledge development as crucial aspects, where employees are given access to develop new skills and deepen their existing abilities.

The Role of the Work Ecosystem in Human Capital Retention. Ethnographic observations indicate that intrinsic factors such as opportunities for knowledge enhancement, building professional networks, and personal satisfaction significantly influence employees' decisions to continue investing in Skena. Additionally, observations show that the company pays special attention to aspects that encompass not only financial compensation but also emotional and psychological aspects related to job satisfaction. Factors such as management's trust in employees and the freedom to express creativity are integral parts of Skena's work ecosystem. This aligns with the perspective that human capital is not only an asset but also a valuable subjective experience in a creative work culture.

The Relationship between Recognition and Employee-Investor Loyalty. Further observations indicate that employee loyalty is influenced by how the company values their contributions. In the case of PT Skena Wahana Kreatif, recognition in the form of trust and opportunities for self-development strengthens the emotional bond between employees and the company. These factors create a sense of ownership among employees that contributes to long-term loyalty. The culture of valuing human capital is crucial for Skena, where employees feel that the company appreciates them not only as workers but as partners investing in the company's success.

CONCLUSION

The organizational culture at PT Skena Wahana Kreatif positions human capital at the center of the company's success. Through an ethnographic approach, this research explores how experiences, interactions, and relationships between employees and management shape a mutually supportive work pattern. Employees at this company view themselves as independent owners of human capital, with decisions to invest their capital in the company based on workplace comfort, development opportunities, and recognition of their contributions.

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