HOW TO INCREASE EMPLOYEE'S DISCIPLINARY IN FACULTY MEDICINE OF DIPONEGORO UNIVERSITY

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Abstract

Human Capital plays an important role in organization. It is the heart of the organization strategy. Many factors embeded in it. Public Service employees as government human capital instead of the contract employees. The quality of the Public Service Employee has recently become a major issue. It is widely known that Public Service employee is lacking of disciplin. The issue discuss most in Public service employee's disciplinary is absentheeism. This study presents factors that influence the Public Service employee's disciplinary in Faculty of Medicine of Diponegoro University.

This research purposes will support the decision – making process to increase the Faculty of Medicine of Diponegoro University employee's disciplinary, this study proposing some models analyzed by SEM. The study population is administration staffs in Faculty of Medicine of Diponegoro University for both Public Service employees and contract employees. The respondents are 120 employees whose given some questionaires related to the study.

The result of the data analysis shows that the human capital is influenced by knowledge sharing, empowerment and workplace environment. Whilst human capital influences employee's disciplinary positively.

Keywords : public service employees, knowledge sharing, empowerment, workplace environment, human capital, disciplinary.

INTRODUCTION

The Background

The robust changes and development of the economic growth environment promotes innovation, speed, quality and customer satisfaction. Nowadays, resistant and superior performances must be supported by flexibility, innovation and market entry speed, competitive advantage especially in Human Resources and internal organization, personal capabilities including the company ability in order to develop and keep the capable and committ employees (Brian E. Becker, et al ; 2001). Due to the world economic changes, the education field also changes and develops as well. Government must provide good education for people in order to be able to win the worldwide competition. The education in Indonesia starts from basic education of 9 years up to a higher education (University). The quality of the education institution depends on its structure. In this case HRM is prior. Despite of the establishment of good and qualified curriculum, HR acts an important role in implementing the curriculum policy. The Indonesian free to choose the education program they want to fill in according to their ability and talent. Indonesia possesses some worldwide qualified Universities. One of it is Diponegoro University. Faculty of Medicine of Diponegoro University (FMDU) is one of some qualified faculties in Diponegoro University. FMDU enthusiastically welcomes the robust technology development and its speed. Due to this condition, FMDU conducts trainings for both lecturers and clerical employees. The training held in order to improve the quality of the FMDUs lecturers and employees. The training held in the internal space of FMDU or sending its lecturers and employees outside of the FMDU and even abroad (mostly lecturers). The performance effectiveness and efficiency are the main goal of those activities.

Higher education institution nor other organization that put the knowledge management as prior will be well succeed when it is supported by technological aspect on its knowledge management system aligned with strategies that will lead the employees willingness to work together under the same roof. A good support on the employee network can be a succeeded strategy which will reward both organization and employees based on knowledge management inside their workplace environment.

Based on the FMDU employee's data, there are some education background differences in both Public Service Employees and contract. The data presented as seen below in table 1.

Table 1. **The Education background of FMDUs employees**

NO	Education level	Public Service Employees	Contract
1	Post Graduate / Magister	1	-
2	Bachelor	30	33
3	Diploma 3	13	47
4	Diploma 1	1	-
5	High school	58	31
6	Junior high school	14	2
7	Elementary school	4	12

Source : FMDU's human resource department - 2011

Based on the table above, there are some differences seen on both Public Service Employees and contract. There is only one Public Service Employee with master degree. For bachelor degree, there are 3 persons in difference among Public Service Employees and contract. The contracts consist of 34 people more than Public Service Employees for Diploma degree. The Public Service Employees consist of 27 people more than the contract for high school degree thus also consist of 12 people more for the junior high school degree compare to contract. There are 8 persons difference in elementary school degree between Public Service Employees and contract. Based on the data presented by the table, we can conclude that the contract human resources are more educated. It consists of more bachelors and diploma degrees compared to the Public Service Employees.

The FMDU consists of Public Service Employees and contract employees. The management uses a certain evaluating procedure in order to evaluate their performance.

In accordance to promote disciplinary among its employees, the FMDU management established the working hour starts from 7 am up to 2 pm. The FMDU is conducting 6 days of work. Practically employees come arround 8 am and leave the office at 2 pm. According to the spread department in the FMDU, the supervission for the employees is less than perfect. The automatic presence machine is applied in order to supervise the employees disciplinary and located in places whereas reachable for employees. Nevertheless some indisciplinary still occur.
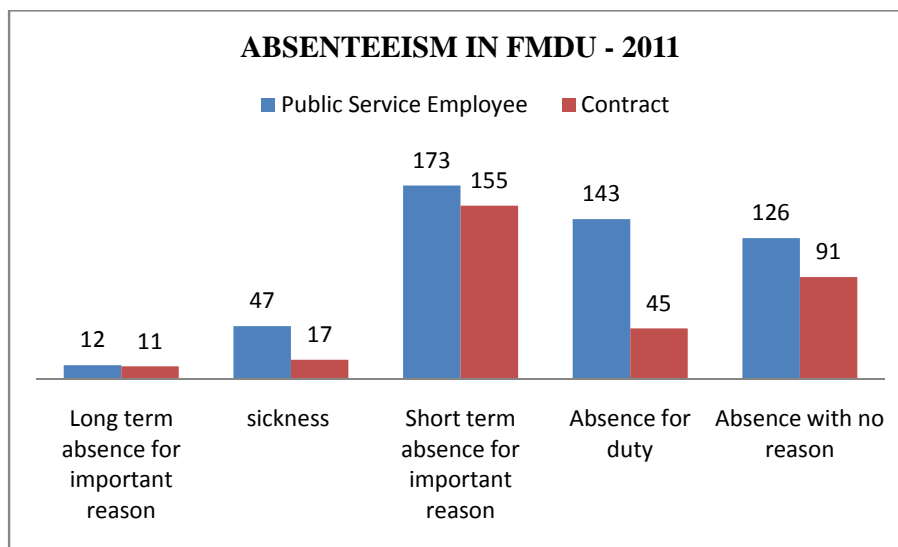
Here is the chart of absenteeism in FMDU:

Table 2 Absenteeism chart

Reason	Public Service Employee	Contract
Long term absence for important reason	12	11
sickness	47	17
Short term absence for important reason	173	155
Absence for duty	143	45
Absence with no reason	126	91

Source : FMDU's human resource department - 2011

Picture 1. The absenteeism in FMDU

Source : FMDU's human resource department – 2011

The table 2 illustrates the number of absence among FMDU's employees.

The number of long term absence for important reason is 12 days for public service employees and 11 days for contract employees. While absence because of sickness shows 47 days for public service employees and 17 days for contract employees. The short term absence for important reason shows 173 days for public service employees and 155 days for contract employees. Meanwhile a significant differenciation of number occurs in absence for duty, 143 for public service employees and 45 for the contract one. Absence with no reason shows 126 days for public service employees and 91 for contract employees.

According to the illustration above, it is found that public service employees take more absence compared to the contract one. In addition to this matter, researcher has observed the attendance frequency among the FMDUs employees. Most of the employees are attending late to the office. The late atttendance aproximated from 15 up to 60 minutes. Moreover, some employees even attend the office 2 hours late.

In accordance to the developing technologies, some of the FMDUs employees are unable to operate computers. Especially the public service employees. During 2008 to 2011, there was no training for operating computer among employees. Researches had found some new concepts for management. Those research findings will be used to define and strengthen the teoretical concepts in this research

Wang et al, 2009 found that There was a linear growth that significant due to innovation and firm's performance aligned with individual status differences and the subsequent growth. The HRM effectivity directly impacts the firm's performance growth. The R&D expenses directly impact the HR productivity rate and significantly influenced the organization's performance growth. It is found that there is no significant relationship between initial status and subsequent growth for labor productivity. This study was limited on manufacturing industry.

Li – An Ho, 2010 found that employee's spiritual experiences significantly influenced employee's Self Directed Learning (SDL), organization's innovation capability and organization's performance. Possible biases or preferences such as learning styles, communication method and social preferences may exist due to different personal experiences, family or educational background.

Azudin et al, 2010 found that informal communication builds trust and strengthens relationship between participants.

FMDU office consists of some departments which are separate from the main office of FMDU. Some departments location are under the same building/room with dr. Kariadi's hospital (i.e interna, anestesiology, obsgyn, cardiology, etc). Other departments such as pre-clinic departments are located in Gunung Brintik area which is far from the FMDU building. This situation promotes less supervision for FMDUs employees. The obvious factor seen is desciplinary. The employees at Gunung Brintik are often come late and go home earlier. Meanwhile the employees at the dr. Kariadi's hospital and the FMDU's main office are always go home late.

The lacking of skill in some employees become a concern. Some major problems sometime occur during the task work. Employees with less skill will ask the skilled employees for a help. Being noticed or not, a knowledge sharing is applied. Under a separated office, employees at Gunung Brintik feel like they got less attention from the management. The lacking absence is one of the indisciplinary action. This is a big problem in the employee's performance. According to the picture 1.1 the number of absenteeism occur more on to Public Service employees. This will effect the employee's performance. The workplace setting also promotes the absenteeism. How to increase the employee's disciplinary?

The Research goals

a. To analyze the influence of knowledge sharing to employee's disciplinary

b. To analyze the influence of empowerment to employee's disciplinary

c. To analyze the influence of workplace environment to employee's disciplinary

d. To analyze the influence of the human capital to employee's disciplinary

The Research Purposes

a. The theoretical purpose of this research is that hopefully it will become an additional literature for the next strategic researches.

b. The result of this research hopefully will imply the management human resources in FMDU, thus become a new perspective in the workplace environment.

c. The result of the reserarch will give different perspective about the disciplinary performance of the FMDU's employees.

d. The result will give contribution for the decision maker in order to increase the employee's performance.

LITERATURE REVIEW & RESEARCH MODEL DEVELOPMENT

Literature review

Recent studies notified that there are many factors that promote performance's value. Service is now become a major issue

as performance factor. Customers are no longer pay attention on product only but also how the product is served. In education field, higher education institution products are services. Human resources had become an important role in business operation. It is a most critical resource in an organization because it can either bring organization successes or failure. Human resource also plays as the organizational capital. It plays as Human Capital (HC) and as Intellectual Capital (IC). Managing human resources is indeed full of challenges. Therefore, an organized strategy must be applied in managing human resources.

Knowledge sharing

Mitchell, R & Nicholas, S (2006) found that new knowledge is created through interactive processes based on the sharing and integration of previously unshared knowledge. Psychosocial variables, in particular the norms of members, are critical in determining the success of knowledge sharing efforts. When individual members believe in freedom of expression and value the understanding and utilization of diverse viewpoints, their groups engage in behavior that are more effective in creating knowledge. This research revealed that the concept of open mindedness norms has at least three dimensions, are: the belief that others should be free to express their views,

the determination to investigate and recognize the value of others knowledge and objectives, the will to utilize the best of others ideas. Chowdhury (2006) stated that one of the most challenging barriers hindering its wider adoption is people need to trust each other for knowledge sharing to happen spontaneously and efficiently, but in Asia, people basically do not trust each other and the knowledge they each posses. People are also lack of confidence to share and exchange expertise. According to Azudin, et al, knowledge sharing through informal communication among Malaysians is still new. Although it is a part of our lives but it was not being discussed or realized. The culture itself does not emphasize more on its historical. People see knowledge sharing as a threat or burden, frightened of losing face, credibility or their position in organization. The informal mechanism is remarkably effective, as up to 70% of workplace learning occurs in it. It is not only helps organizations in developing new knowledge, but also increase worker's knowledge level while maintaining their informal relationship with each other.

H1 : The knowledge sharing positively influences the Human Capital

Empowerment

It is no doubt that the rising HRM strategy is now focusing on the intangible asset roles and intellectual capital in the recent economy. The sustainable and superior business performance enhances the company to sharp its competitive action over and over again. Traditionally, it will become barrier to entry in the industry, patent protection, and government regulation. HRM practices include recruiting, selection, performance measurement, training, and the administration of compensation and benefits. Reflecting the high level of knowledge and expertise associated with these practices are occupational specializations for those who carry out these practices, professional criteria for judging the effectiveness of these practices and professional certification programs for those who carry them out (Baron et al; 1988). Nezakati et al, stated that the advantages of empowerment are: Higher employee, customer, client satisfaction, Positive feelings among employees about themselves and their job, Utilizing employee capabilities and competence to increase their performance, Increased feelings of commitment and attachment among employees, Achieving organizational objectives with ease, Increased feelings of job ownership among employees, Reduced wastage and cost, Lowered direct supervision on employee performance, Lowered job

tension, accidents and incidents, Change of attitude among employees from having to wanting, Better communication between management and employees. Whilst requirements for employee empowerment process are : Clarity of objectives, responsibilities and authorities in an organization. Employee should have complete knowledge of their job description and responsibilities, organization mission and objectives, operational procedures and processes. Organization should take the efforts to update employee's technical and professional information and enrich their job description thus also utilize job rotation, Organizations should respect their employees and try to help them solve their personal problems. Management should create a suitable environment to promote creativity and innovation by employee, Organization should create a positive and friendly environment and increase the trust between management and employees, Organization should provide appropriate employee welfare, Organization should accommodate employee's suggestions and ideas in decision making, employee participation in suggestions for better performing job duties; Easy access of employees to managers and supervisors, clarity of work relationships among managers, supervisors and employees, employee information about organizational tasks as they related to their jobs; Clarity of

and information circulation in organization, documentation of work procedures, periodic reviews, improvement and simplification of work procedure; Existence of facilities to develop job skills, opportunities for effective and efficient training, technical and professional information related to positions in the organization. Empowerment takes place when employees have appropriate trained, job related information are provided to them, all necessary tools are available to them. Employees are completely involved in their work, participate in decision-making and receive sufficient rewards for good results.

H2: empowerment positively influences human capital

Workplace environment

Related to HRM strategy and non financial performance, Wattanasupachokes found that only positive character of the employee will significantly influences the organization's strategy and financial performance. Team working skills are important to generate smooth cooperation in the company. In this research differences seen are age, culture, education background and employment status dimensions. Age differentiation indicates the politeness perspective from each individual. Culture background shows the effect of workplace environment to individuals which are from many region. Educational background

represented individuals IQ and skill and also their behavior. The employee's status shows individual's career history and career certainty and also individual convinienceness. According to Guidroz, et al; (2005-2009) study, departments with a strong culture involvement were also perceived as effectively managing workplace diversity by their employees which are from countries with high power distance nor low in power distance, individualistic or collectivistic. They also found that involvement culture may be important for managing workplace diversity.

H3: The workplace environment positively influences human capital

Human Capital

Scarcity (uniqueness) and value of intellectual capital, in general and of human capital in particular, are explicit drivers of potential benefits linked to the specific set of resources targeted by human resource department interventions. Not only the nature or essence of the human capital about to be developed, but also the expected benefit to be achieved from the intervention on that particular human capital category, should be considered in such situations (Cornachione; 2010). Human capital is generally perceived as a distinctive approach to managing people that seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce

(Huselid, 1995; Yound et al, 1996). According to Babalola (2003), the rationality behind investment in human capital is based on three arguments : a) The new generation must be given the appropriate parts of the knowledge which has already been accumulated by previous generation; b) New generation should be taught how existing knowledge should be used to develop new products, to introduce new processes and production methods and social services; c) People must be encouraged to develop entirely new ideas, products, processes and methods through creative approaches.

Ayara (2002) reported that educational capital has gone into privately remunerative but socially unproductive activities. There has been slow growth in the demand for labor. The education has failed, such that schooling provides few (or no) skills.

H3: Human Capital positively influences employees disciplinary

Employee's disciplinary

Firm consists of employees with vary in individuality. Employee's behavior plays an important role in employee's daily activity at work. Organization establishes rules in order to be able to manage their HR and it must be obeyed by any of its HR. Dealing with its implementation, there are sometimes indisciplinary actions reveals. HR daily's indiciplinary actions usually shows in

HR absenteeism. There are many factors influencing absenteeism in organizatoin such as late attendance, leave early, failure to notify, absence without leave, illness, etc. Organization applies some penalties due to the abseinteeism in HR, eliminating daily incentives up to hard penalty that cause the employee loosing their job. Consistence with the economic theory there is a fact that absenteeism is not only determined by individual characteristics but also affected by the working environment the workers face. A worker who is not satisfied with his or her working environment is taking more sick-leaves and its more so with the state-owned sector. Absence is one of the few way to express the dissatisfaction thus its manifest the incentive problem the state-owned firms faced (Gong). Government must set policies and practices within the organiations themselves. Coordination of functions is needed most. Inherent tension between discipline and support needs to be addressed as well. Employees need to be reassured that they are indeed a valuable resource and that the underlying aim is not to dismiss them but to return them to the workforce (Dibben et al, 2001).

H4: The human capital positively influence employee's disciplinary

Research model

Based on the research problems and supported by literature review, the research model proposed is:

Picture 2. The research model
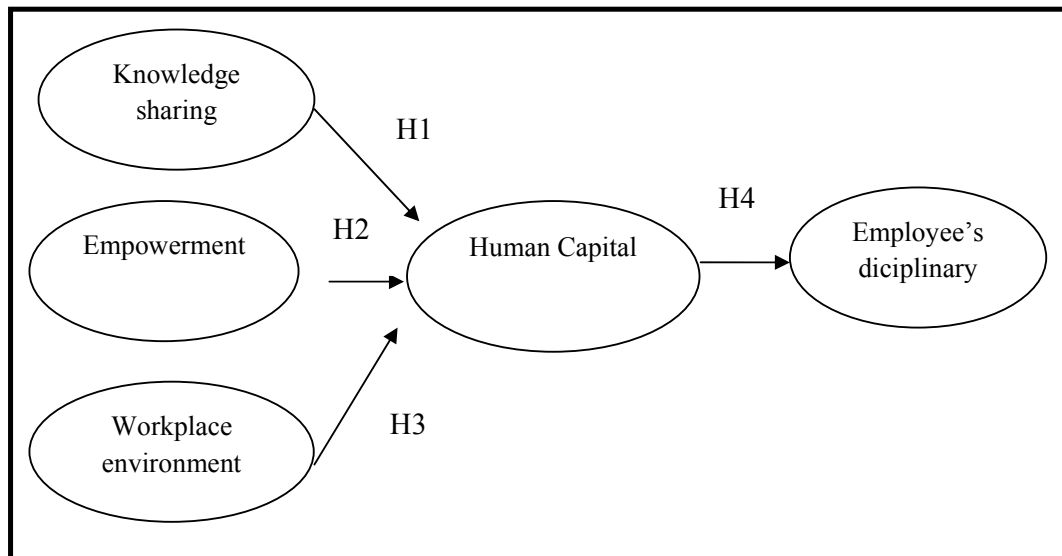
Hypotheses

H1: Knowledge sharing positively influences Human Capital

H2 : Empowerment positively influences Human Capital

H3 : Workplace environment positively influences Human Capital

H4 : Human Capital positively influences Employee's disciplinary

Variable dimensions

Based on the literature review and according to the hypotheses, the variable dimensional of the thesis as follows.

Knowledge sharing variable

X1 : Competencies development

X2 : Innovation learning

X3 : Formal communication

X4 : Informal communication

X5 : Spirituality in the workplace

Empowerment variable

X6 : Recruitment

X7 : Employment Status

X8 : Education Background

X9 : Team Work

X10 : Job rotation

Workplace environment variable

X11 : Culture differentiation

X12 : Workplace ownership

X13 : Attitude

X14 : Workplace design

Human capital variable

X15 : Competency

X16 : Non-immitable skill

X17 : Social system

X18 : Capablities

Employee's disciplinary variable

X19 : Absence for illness

X20 : Absence for duty

X21 : Absence for important reason

X22 : Absence for no reason

RESEARCH METHODOLOGY

Population & sample

Ferdinand (2006) stated that population is a combination of elements in phenomena, matter or person with similar characteristic that become researcher's attention as a whole research. According to Hair, et al (1995), appropriate sum of samples for SEM approximated from 100 up to 200 respondents. Thus the amount of samples gained fulfills the sample amount for SEM. The sampling for this research will be purposive random sampling.This research population are the administration employee's of FMDU which total is 127 persons. Samples to be taken in this research will be the employees of Faculty of Medicine of Diponegoro University with at least 3 years employed and diploma graduated. The respondent will be both public service employee (PNS) and the contract employee. There are 125 persons that match the criteria. Finally there were only 120 valid questionnaires returned out of 125 questionnaires given to the respondents.

Data collecting method

The collecting data method uses primary data, by questionnaire and secondary data by literature study. This research consists of 22 indicators which are divided into primary data of Knowledge Sharing (5 data); Empowerment (5 data); Workplace environment (4 data); Human Capital (4 data); employee's disciplinary (4 data).

This research primary data will be directly collected from sources under surveillance by giving questionnaire. The questions arranged then be answered by respondents. Questionnaire (data list) is a collecting data procedure for respondents in order to get the sufficient answer due to the research. The questionnaire consists of both general and specific questions. The secondary data in this research will only be used on to the phenomena's as the background issue of the research. The secondary data of this research were taken form the FMDU's human resources department such as employee's data and absenteeism data. Likert scale will be used in measuring behavior, opinion, individual perception or social phenomenon. This is a bipolar continuum scale. The lower score (left side) represents negative answers and the higher score (right side) represents positive answers. The dimensional data of analyzed variables in this research is using 1 – 5 agree – disagree scale as shown below :

1	2	3	4	5
Very disagree	Disagree	Moderately agree	Agree	Very agree
VD	D	M	A	VA

Analysis technique

This research uses The Structural Equation Modeling (SEM) from statistic software called AMOS in developing the model and hypothesis test. AMOS is familiar to marketing and strategic researches. According to Ferdinand (2002), the SEM application consists of seven (7) steps. The table shows the research model to proposed by using SEM program.

Picture 3. Path Diagram model
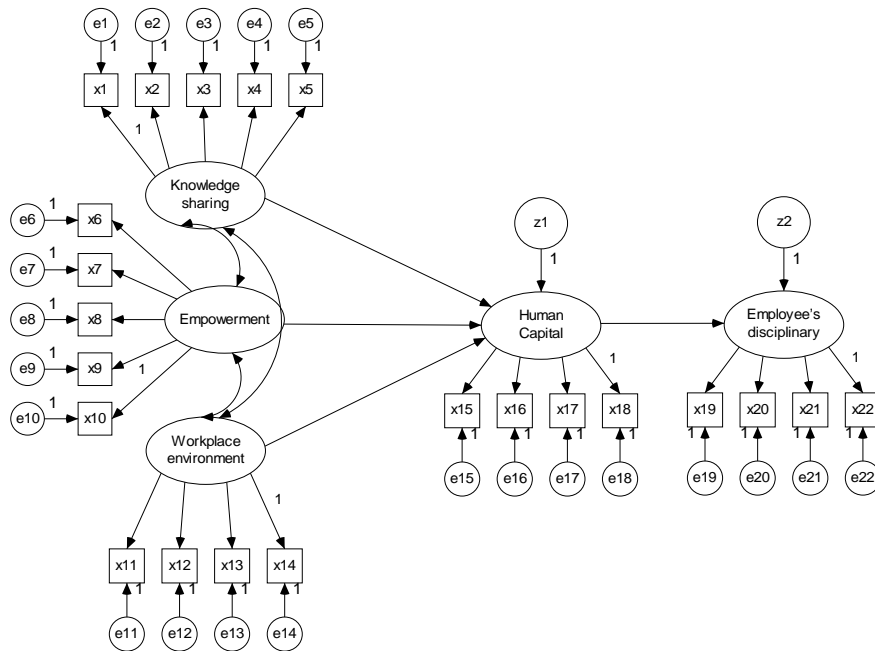
Source : Developed for the research

Thus shows the complete test of all hypotheses of the research.

Table 3. Measurement model

Exogenous concept	Endogenous concept
Knowledge sharing variable $X1 = \lambda1$ knowledge sharing $+ e1$ $X2 = \lambda2$ knowledge sharing $+ e2$ $X3 = \lambda3$ knowledge sharing $+ e3$ $X4 = \lambda4$ knowledge sharing $+ e4$ $X5 = \lambda5$ knowledge sharing $+ e5$ Empowerment variable $X6 = \lambda6$ empowerment $+ e6$ $X7 = \lambda7$ empowerment $+ e7$ $X8 = \lambda8$ empowerment $+ e8$ $X9 = \lambda9$ empowerment $+ e9$ $X10 = \lambda10$ empowerment $+ e10$ Workplace environment variable $X11 = \lambda11$ workplace environment $+ e11$ $X12 = \lambda12$ workplace environment $+ e12$ $X13 = \lambda13$ workplace environment $+ e13$ $X14 = \lambda14$ workplace environment $+ e14$	Human Capital variable $X15 = \lambda15$ Human Capital $+ e15$ $X16 = \lambda16$ Human Capital $+ e16$ $X17 = \lambda17$ Human Capital $+ e17$ $X18 = \lambda18$ Human Capital $+ e18$ Employee's disciplinary variable $X19 = \lambda19$ Empl Disciplinary $+ e19$ $X20 = \lambda20$ Empl Disciplinary $+ e20$ $X21 = \lambda21$ Empl Disciplinary $+ e21$ $X22 = \lambda22$ Empl Disciplinary $+ e22$

Source : Developed for the research

To evaluate the model's propriety, some criterias need to be done : *goodness-of-fit*. The first move is evaluating whether the data fulfills the SEM assumptions, such as sample size, normality, linearity, outliers, multicolinearity and similarity. Then to evaluating the goodness of fit and cut-off-value in order to examine whether the model is accepted or rejected (Ferdinand, 2006). The goodness of fit index is:

Table 4

Model's examination index

Goodness-of-Fit Index	Cut-off Value
χ^2 Chi-Square Statistics	$< \chi^2$ Table (*degree of freedom* calculation and its probability)
Significance Probability	$\geq 0,05$
RMSEA	$\leq 0,08$
GFI	$\geq 0,90$
AGFI	$\geq 0,90$
CMIN/DF	$\leq 2,00$
TLI	$\geq 0,95$
CFI	$\geq 0,95$

Source : Ferdinand (2006)

Validity test & reliability test

The validity and reliability tests using SPSS program by cronbach alpha (α) statistical test. A reliable construct or variable is when its SPSS statistical test shows $\alpha > 0,60$ (Ghozali, 2005)

RESULT & DISCUSSION

The sum of the respondents are 120 respondents (n=120). There are 46 male respondents and 74 female respondents. The respondensts education are Diploma graduate (D3) in most with 65 respondents. Whilst respondents with the Bachelor graduate are 54 respondents and 1 respondent with post graduate diploma (S2). The respondent age with 20 – 30 years old are 69 respondents, 39 respondents with age of 30 – 40 years old and there are 12 respondents with 40 – 50 years old. The respondents caracteristics of this tesis is as shown in the table 5.

Table 5

Research respondent identity data of Sex

No	Variable identity	Frequency	Percentage
1	Male	46	38,3%
2	Female	74	61,7 %
	Total	**120**	**100%**

Source: analyzed data in 2011

Table 6

Research respondent identity data of education

No	Variable identity	Frequency	Percentage
1	D3 (Diploma)	65	54,2%
2	S1 (Bachelor)	54	45%
3	S2 (Post Graduate)	1	0,8%
	Total	**120**	**100%**

Source: analyzed data in 2011

Table 7

Research respondent identity data of age

No	Variable identity	Frequency	Percentage
1	20 – 30	69	57,5%
2	30 – 40	39	32,5%
3	40 – 50	12	10%
	Total	**120**	**100%**

Source: analyzed data in 2011

The Structural Equation Model (SEM) in Full Model meant to test the model and hypothesis that be developed in the research. The SEM model test will conduct goodness of fit indices and causality significancy by using regression coeficient test. The result of the SEM data analysis is shown in picture 3, table 8.

The observation based on the picture 4.3 shows that the model is fit to the criterias. The analysis result as seen in table 8.

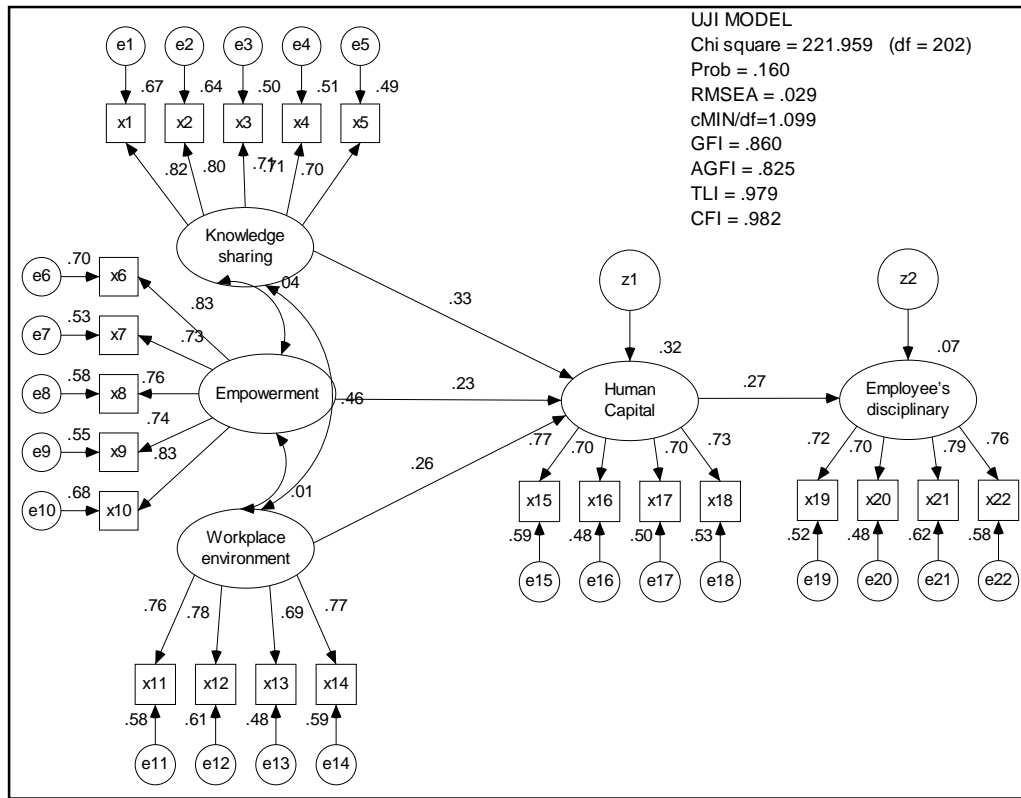**Table 8**

The full model test result

Goodness of Dit Indeks	Cut-Off value	Hasil Olah Data	Model evaluation
Chi-Square	χ^2 df : 202 p : 5% = 236,159	221,959	Good
Probability	$\geq 0,05$	0,160	Good
RMSEA	$\leq 0,08$	0,026	Good
GFI	$\geq 0,90$	0,860	Marginal
AGFI	$\geq 0,90$	0,825	Marginal
CMIN/DF	$\leq 2,00$	1,099	Good
TLI	$\geq 0,95$	0,979	Good
CFI	$\geq 0,95$	0,982	Good

Source : the analyzed primary data, 2012

Picture 3

Structural Equation Model **result**

Source : the analyzed primary data, 2012

The chi-square of this full model is 221,959 of which less than the chi-square table with degree of freedom (df) as 202 in significant level of 5% as 236,159. The probability is 0,160 which more than 0,05 as the standard value. CMIN/DF value is 1,099 which is less than 2,00 as the standard value. The GFI value is 0,860 which is less than 0,90 as GFIs standard value. Its a marginal value. While the AGFI value is 0,825 which is less than 0,90. This is also a marginal value because its less than the AGFIs standard value. The TLI value is 0,979 which is more than 0,95 as TLIs standard value. The CFI value is 0l982 which is more than its standard value that is 0,95. The RMSEA value is 0,026 which is less than its standard value that is 0,08.

Despite of those criteria, indicators of Knowledge sharing, empowerment, workplace environment, human capital and employee's disciplinary variable is valid. The loading factor is > 0,05 so all of indicators are used. Thus it is noted that the analysis result of the confirmatory factor for the whole model is appropriate because all of the indicators are match to the goodness of fit criteria (Table 4.18). Therefore, the constructs to use in the research model are match to the model propriatery criteria.

Table 9
Hypothesis test

			Estimate	S.E.	C.R.	P	Label
Human_Capital	<---	Knowledge_sharing	0,277	0,097	2,84	0,005	
Human_Capital	<---	Empowerment	0,182	0,077	2,35	0,019	
Human_Capital	<---	Workplace_ environment	0,251	0,114	2,205	0,027	
Employee's_ disciplinary	<---	Human_Capital	0,29	0,122	2,377	0,017	

Source : the analyzed primary data, 2012

Hypothesis I test

The hypotesis I is the knowledge sharing is significant and positively influences human capital. Based on the result in table 9, its CR is 2,84 of which is more than 1,96 thus the probability (P) value is 0,005. It means that the hypothesis is accepted.

Hypothesis II test

The Hypothesis II of the research is the empowerment is significant and positively influences human capital. The CR on the empowerment to human capital is 2,35 with P is 0,019. Both values are match to standard value to fulfill, so the hypothesis is accepted.

Hypothesis III test

The Hypothesis III is the workplace environment is significant and positively influences human capital. According to table 9 the CR is 2,205 and P is 0,027. Both values are match to the standard, thus the hypotheses is accepted.

Hypothesis IV test

The hypothesis IV of the research is the human capital positively and significantly influences employee's disciplinary. Which CR is 2,377 with P is 0,017. As the value match to the standard value so the hypothesis is accepted.

Hypothesis Conclusion

I. Knowledge Sharing positively and significantly influences human capital

II. Empowerment positively and significantly influences human capital

III. Workplace environment positively and significantly influences human capital

IV. Human capital positively and significantly influences employee's disciplinary

Conclusion and Implication

The SEM analysis showed that indicator of competencies development (X1) is the most dominant indicator on the knowledge sharing variable. It means that competence development plays as the main value of the knowledge sharing. The better and the more training to be conducted than the staff competencies will increase. The institution must conduct more speciffic training and provide more opportunity for the administration staffs to follow the trainings.

The result strengthened the previous research conducted by Mitchell, R & Nicholas, S (2006), Sveiby and Simons (2002).

The SEM analysis shows that the recruitment (X6) indicator is the most dominant indicator of the empowerment. Recruitment plays as the key value of the empowerment. The FMDU's human capital will be well empowered when the management conducting a good recruitment.

The institution must conduct an open recruitmen with several qualifications. Promoting the clear workplace atmosphere by saying no to Corruption, Collution and Nepotism (KKN). The result strengthened the research conducted by Nezakati et al, Sveiby and Simons (2002), Olaniyan et al (2008).

Guidroz, et al (2005-2009) found that departments with a strong culture involvement were also perceived as effectively managing workplace diversity by their employees. A research conducted by Xiadong Gong found that absenteeism is not only determined by individual workers own characteristics, but also affected by the working environment he or her face. The SEM analysis shows that the workplace ownership (X12) indicator is the most dominant indicator in workplace environment variable. The workplace ownership will increase staff's self confidence, thus they will feel more comfortable. The institution should plan to build a workplace on the FMDU's land which is outside of the Kariadi's and design the comfortable workplace.

W. Zhu et al (2005) who found that human capital enhancing Human Resource Management fully mediates the relationship between transformational leadership and perceived organizational outcomes and absenteeism.

Marimuthu et al (2009) found that the conceptual model that shows the relationship between human capital and firm performance. The human capital investment consist of training, education, knowldege and skill.

Competencies (X15) is dominant thus plays as the key value of the human capital. A better human capital promotes a better

employee's disciplinary. Human capital with best competency will increase the employee's disciplinary.

De Paola, Maria (2008) found that absenteeism is a function of personal and job characteristics such as gender, yearly gross wages, contractual managements and unit-size. Females and individuals obtaining lower wages show higher absence rates, while subjects under probation and working in smaller units tend to be less absence. Individual health condition and then suggest that absence occur for valid reasons, others, such as unit-size and contractual arrangement, may hide employee shirking behaviour.

Employee's disciplinary variable were measured with 4 indicators, Absence for illness (x19); Absence for duty (x20); Absence for important reason (x21); Absence for no reason (x22).

absence for illness is the highest variable of the employee's disciplinary variables with 79,67%.

CONCLUSION AND DISCRETION IMPLICATION

General Conclusions of hypothesis

The SEM analysis showed that indicator of competencies development (X1) is the most dominant indicator on the knowledge sharing variable. It means that competence development plays as the main

value of the knowledge sharing. The better and the more training to be conducted than the staff competencies will increase.

The SEM analysis shows that the recruitment (X6) indicator is the most dominant indicator of the empowerment. Recruitment plays as the key value of the empowerment. The FMDU's human capital will be well empowered when the management conducting a good recruitment.

The SEM analysis shows that the workplace ownership (X12) indicator is the most dominant indicator in workplace environment variable. It means that the workplace ownership (X12) plays as the key value of the workplace environment. The workplace ownership will increase staff's self confidence, thus they will feel more comfortable.

Competencies (X15) is dominant thus plays as the key value of the human capital. A better human capital promotes a better employee's disciplinary. Human capital with best competency will increase the employee's disciplinary.

Conclusion of particular hypothesis

The conclusion in particular is about the analysis of which were conducted about the influence of knowledge sharing, empowerment and workplace environment to human capital in order to increase employee's disciplinary. The analysis found that the questions to measured knowledge

sharing; empowerment; workplace environment to human capital in order to increase the employee's disciplinary in FMDU is unidimensional marginal with GFI index is 0,860 (critical GFI > 0,90) and AGFI index is 0,825 (critical AGFI > 0,90).

Theoretical implications

a. Knowledge sharing conducted by FMDU's staff will increase the human capital. This strengthened the previous researches conducted by Mitchell, R & Nicholas, S (2006); Sveiby and Simons (2002); Azzudin et al. Knowledge sharing was measured with competencies, development Innovation learning; Formal communication ; Informal communication ; and Spirituality in the workplace.

b. Empowerment positively and significantly influences the human capital FMDUs staffs. This supports the previous research conducted by sveiby (2002); Olaniyan et al (2008). The empowerment variables are recruitment; employment status; Education background ; Team work ; Job rotation.

c. The workplace environment positively and significantly influences the human capital. The workplace environment variables are Culture differentiation; Workplace ownership; Attitude; Workplace design. This support the

previous research conducted by Guidroz, et al; (2005-2009); Xiadong Gong.

d. The human capital positively and significantly influences employee's disciplinary.

The employee's disciplinary variables are adopted from the research conducted by Marimuthu et al (2009); W. Zhu et al (2005). It is measured by Absence for illness; Absence for duty; Absence for important reason; Absence for no reason.

Managerial implications

In order to increase the human capital disciplinary, management must conduct:

a. More training which is the specific training and provide more opportunity for the administration to follow the trainings.

b. Implementing a good way of learning innovation among staffs by providing the recent innovation and promote the employees to learn it. Create the self direct learning of the employees especially for the senior employees. Encourage them to learn more about the recent innovation.

c. Giving the opportunity to employees to conduct some outdoor activities. Providing the breaking time by establishing the breaking hour rules such as promote the employees to leave the working place during the breaking

hours. Conducting outdoor activities followed by employees such as outbound or recreation. Employees will be freely expressed their feeling under this situation.

d. Considering the employees as a partner especially in solving problems due to the task.

e. Giving the opportunity to do some religious activities and facilitate it such as providing the comfort place to pray even during the working hour.

f. Conducting an open recruitment with several qualifications. Promoting the clear workplace atmosphere by saying no to Corruption, Collution and Nepotism (KKN). Promoting rotation regularly and explain its purposes. Conducting rotation based on the employee's competency. Encourage the employees to take the higher education such as by giving scholarships. Establishing the rule that the education to be taken must be related to the task. Conducting a proportional committee in certain activities. Implementing effective and efficient principle. Selecting the committees according to the activity to conduct and based on the competency. Creating a comfortable culture among employees by promoting the equal treatment for public service employee and contract employee. Providing the same uniform is applicable.

g. Planning to build a new workplace on the FMDU's land which is outside of the Kariadi's. Designing comfortable workplace. Maintaining the comfortable workplace design by keeping the workplace clean, good lighting place, providing garden or put some plants arround the workplace environment and in the workplace. Encourage employees to be persistant on their job description related to their origin. Placing the FMDU's staff as the head of the department. Determining and informing the job description of the FMDU's staff. Building good communication related to the job especially when it is concerning both interest. Providing each department with good and complete equipment. Placing the skilled or trained employees in the department.

The Limitations

The research is far from being the perfect one, it contains many limitations. The research samples only on the FMDU's staff with 120 respondents. Respondent with more number is recommended. We can not generalized the result will be the same in other institutions.

The questions to measured knowledge sharing; empowerment; workplace environment to human capital in order to increase the employee's disciplinary in FMDU is unidimensional marginal with GFI

index is 0,860 (critical GFI > 0,90) and AGFI index is 0,825 (critical AGFI > 0,90).

The future research agenda

The limitations of this research may become ideas for researches in the future. This research respondents are 120, it is suggested to use multiple informant to minimized the random measurement. The research subject from other institution is recommended so that the research's result able to be generalized. It is important to evaluate the questions to measured knowledge sharing; empowerment; workplace environment to human capital in order to increase the employee's disciplinary. The using of more variable is recommended.

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