

The Role of Human Capital Development in Syariah Bank in Indonesia Setting

Hj. Amanda Lestasi Putri Lubis, Zilal Hamzah, Willy Arafah

Corresponding Author; Willy Arafah

ABSTRACT: *The development of the world of banking, especially sharia in Indonesia is currently experiencing significant growth, the objectives in this study are: (1). to find out the influence of the role of climate in developing human resources in building positive work attitudes; (2). to determine the effect of the climate role of human resource development in building organizational citizenship behavior (OCB). The research methodology used in this study is to use quantitative techniques by distributing questionnaires to respondents working in the Islamic banking sector in Indonesia as many as 250 respondents. The testing of hypotheses by using the linear regression analysis of SPSS version using 23, The results in this study indicate a positive effect of each of these hypotheses on the work climate that seeks to establish organizational citizenship behavior (OCB). The limitations in this study are only carried out in the Islamic banking sector in Indonesia, and do not touch the conventional banking sector, then respondents who are the unit of analysis in this study are those who work in Islamic banking with certain requirements that can be a unit of analysis. The suggestion for further research is to use quantitative techniques so that the actual results obtained in the empirical conditions of Islamic banking in Indonesia.*

Keywords : *Human resources development climate, positive job attitudes, organizational citizen behaviors*

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I. INTRODUCTIONS

In the current era of globalization, the business world is growing so rapidly that competition in all fields becomes increasingly stringent and complex. The complexity of the competition will have an impact on efforts to manage human resources in each organization, in order to ensure the availability of a reliable, professional and highly competitive workforce, including banking organizations. Because the industry in the service sector changes dynamically, organizations need to consider their long-term targets rather than short-term successes to ensure the sustainability of their future. Therefore, companies must provide an appropriate environment, which allows to attract and maintain quality availability of human resources. All organizations that want to achieve growth or at least stay in competition for as long as possible through the efficient use of available resources, especially human resources with the most appropriate specification of recruitment, safeguarding and development and to achieve their commitments through the provision of appropriate and conducive environment for them (Sasirekha& Ashok, 2013).

The climate development of human resources has important results both at the level of individual organizations, and collectively, and can greatly influence job satisfaction, individual work performance, and organizational performance. The development of the climate of human resources also helps in determining the success of the organization, and it is important to achieve organizational effectiveness and can assist in fulfilling the committed goals of an individual, organization and society. This increases the ability and efficiency of an individual, which is likely to reflect on his own in the long run in individual welfare, organizational reputation and ultimately community welfare (Khan & Tarab, 2012). Based on the consideration of the above problems, the objectives of this study are: (1). Effect of the role of climate development on human resources in building a positive work attitude? (2). The influence of the role of climate human resource development in building organizational citizenship behavior (OCB)?

II. LITERATURE REVIEW

Akinyemi (2014) states that Climate refers to shared members, perceptions of how organizations operate while different things with culture that refer to government and members assumptions about how organizations should operate. As defined by Ewis (2015) climate is a relatively constant set of perceptions held by organizational members regarding the characteristics and quality of organizational culture. Pareek (2012) states that Climate can be defined as perceived attributes of an organization and sub-system, as reflected in the way the organization relates to its members, groups and issues. Pareek (2012) states that human resource development is a process of helping people to acquire competencies for their own development. Therefore, the

climate of human resource development (HRD) in the context of an organization is a process where employees of an organization help in a continuous manner, namely: (1) Acquiring or sharpening the abilities needed to perform various functions related to the role of the period their current or expected front; (2) develop their abilities and find potential in themselves; (3) developing an organizational climate (Saraswathi 2010). The climate of human resource development is an integral part of the organizational climate, this is the perception that employees have an organizational development environment in relation to various human empowerment practices and systems in organizations (Ewis, 2015). Climate development of human resources is very important for the achievement of vision, mission, and organizational goals. In addition, the climate of human resource development has been reported to be an important part of managerial effectiveness (Chaudhary et al., 2012) in Ewis (2015).

According to Pareek (2012) The climate of human resource development is a process that helps individuals to acquire skills and abilities to develop their own careers. The climate of human resource development can contribute to the development of capabilities currently possessed by employees, and to identify the core of their capabilities, the acquisition of staff knowledge and skills that will enable them to demonstrate their current work and future work to be the best, and develop organizational climate in general according to Saraswathi (2010). This is the perception of employees can have on the development of the organizational environment in relation to various HR practices and systems within the organization (Purohit&Verma, 2013). Commitment is defined as the relationship between workers and companies in the organization.

This is considered to be one of the most important concepts in the field of organizational behavior and human resource management. The importance of organizational commitment has been emphasized in the literature relating to subjects (ie, work, profession, career), and business in many areas (i.e., sociology, psychology, health psychology industry) (Celik et al, 2015; Martin &Roodt, 2008).

According to Shrestha (2015) organizational commitment is defined as the relative strength of an individual's identification with and involvement in a particular organization, which is characterized by favorable positive cognitive and affective components about the organization, willingness to exert effort on behalf of the organization, and the desire to maintain membership in the organization by enforcing certain behavior because of the belief that it is morally right and not personally beneficial. Schaufeli, Salanova, Gonzales-Roma, and Bakker (2012) define work engagement as a positive motivational state, fulfillment, view of working conditions characterized by vigor, dedication and absorption. Based on this definition, Schaufeli and Bakker (2012) conceptualize aspects of engagement, as follows: (1). Vigor (strength), Vigor refers to high levels of energy and resilience, willingness to try, not easily tired and persistent in the face of difficulties. Usually people who have high vigor scores have high energy, enthusiasm and stamina when working, while those who have a low score on vigor have low energy, enthusiasm and stamina during work. (2). Dedication, dedication refers to feeling full of meaning, enthusiasm and pride in work, and feeling inspired and challenged by it.

People who have a high dedication score strongly identify their work because it makes it a valuable, inspiring and challenging experience. Besides that, they usually feel enthusiastic and proud of their work. While a low score on dedication means not identifying yourself with work because they have no meaningful, inspiring or challenging experience, moreover they feel unenthusiastic and proud of their work. (3). Absorption, Absorption refers to concentrating fully and deeply, sinking into work where time passes feels fast and difficulty separating from work, thus forgetting everything around it. People who have high absorption scores usually feel happy that their attention is taken by work, feel immersed in work and have difficulty separating themselves from work. As a result, everything around him is forgotten and time feels passed quickly. Conversely, people with low absorption scores do not feel interested and do not sink into work, have no difficulty separating from work and they do not forget everything around them, including time.

Organizations generally believe that to achieve excellence must seek the highest individual performance, because basically individual performance affects the performance of the team or work group and ultimately affects the overall performance of the organization. Organizational Citizen Behavior (OCB) is very well known in organizational behavior when it was first introduced about 20 years ago on the basis of the theory of disposition / personality and work attitude, Ewis (2015). According to Wasposito and Minadaniati (2012) explained that OCB is a voluntary behavior of a worker to want to do a task and work outside of his responsibilities or obligations for the progress or profit of his organization. Whereas according to Moorhead and Griffin (2013) organizational membership (organizational citizenship) is individual behavior that gives a positive overall contribution to the organization.

Example: an employee who does acceptable work in terms of quantity and quality. OCB contributes to community welfare, resource transformation, innovation and adaptability and overall organizational performance (Netemeyer et al., 2010) including increasing the effectiveness and efficiency of mobilizing scarce resources, time and problem solving among work units in a collective manner and interdependence. Then it will also influence compensation, promotion and training decisions and have important effects on financial performance (MacKenzie, et al., 1998; Motowidlo and Van Scotter, 2010). In addition OCB will explain the

proportion of halo effects in performance appraisal and is a determinant for human resource management programs in monitoring, maintaining, and improving work attitudes (Ryan, 2010) whose accumulation will affect the health of psychology, productivity and thinking of workers (Vandenberg and Lance, 2012).

Such behavior will not get direct rewards or sanctions are either done or not, but the constructive attitude shown by OCB employees will provide a positive assessment of superiors such as assignments and promotions (Bateman 2010). Eisenberger (2011) reveals that this behavior develops in line with how much the organization's attention to the level of teacher welfare and organizational appreciation for their contributions. Riggio (2010) states that if high-quality boss-subordinate interactions, a boss will have a positive outlook on his subordinates so that his subordinates will feel that their superiors provide much support and motivation. This increases the trust and respect of subordinates to their superiors so that they are motivated to do more than expected by their superiors.

III. RESEARCH METHODOLOGY

This study with reference to the Ewis journal (2019) in this study contained one independent variable, and three dependent variables. This research is to test hypotheses related to the positive influence between: 1) The climate of human resource development towards organizational commitment and work engagement as a positive work attitude. 2) Climate of human resource development towards organizational citizenship (OCB) behavior. To test the hypothesis proposed empirically, data was collected from employees working in Islamic banks in Indonesia as many as 250 respondents. The sampling method used in this study is purposive sampling, namely drawing samples based on consideration where the selected sample is based on certain criteria.

Research Results and Discussion

Data analysis is done by looking at the significance of each relationship. The level of significance (α) specified is 5%, which means that the tolerance tolerance error that can be tolerated is 5%. In other words, the level of confidence of testing this hypothesis is 95%. If p-value is <0.05 , it can be said that the independent variable has a significant relationship to the dependent variable.

Hypothesis # 1

The sound of the null hypothesis (H_0) and the alternative hypothesis (H_a) are arranged as follows: In testing hypothesis 1 it is known that p-value $0.000 < \alpha 0.05$ with a beta value of 0.837, H_1 is accepted which means the HRD climate has an influence on organizational commitment. Climate HRD supports employees in a company for career development where each employee must have a positive work attitude, namely organizational commitment, this is indicated by employees who are committed to the company having a brilliant career. The results of this study are consistent with the results of previous research conducted by Ewis (2019), which states that the climate of human resource development has a significant positive impact on organizational commitment indicated by a beta value of 0.55 and a significant value of less than 0.05 (p-value of $0.000 < \alpha 0.05$).

Hypothesis # 2

The null hypothesis (H_0) and alternative hypothesis (H_a) are arranged as follows: In testing hypothesis 2 it is known that p-value $0.000 < \alpha 0.05$ with a beta value of 0.443 then H_2 is accepted which means that the climate of HRD has an influence on work attachments. The climate of HRD is very important for the achievement of the vision, mission, and goals of the organization while work engagement enables individuals to instill themselves fully with work by increasing self-efficacy and positively impacting employee health which will increase employee support for the organization so that it has a positive effect. The results of this study are consistent with the results of previous research conducted by Ewis (2019), which states that the climate of human resource development has a significant positive impact on work engagement shown by the beta value of 0.62 and a significant value of less than 0.05 (p-value of $0.000 < \alpha 0.05$).

IV. CONCLUSIONS, IMPLICATIONS AND SUGGESTIONS

Based on the analysis of the results of data processing that tested the three hypotheses put forward there is a discussion of the previous chapter, then conclusions relating to all research objectives and research implications, namely showing that the climate of human resource development plays a very important role in the success of each organization when the climate of resource development human power is good then, employees will make a maximum contribution to the achievement of organizational goals. The hypothesis test that has been done proves the influence of the climate of human resource development on positive work attitudes namely organizational commitment and work engagement and the climate of human resource development has an influence on organizational citizenship behavior (OCB) developed and tested in a sample of employees at PT Bank Mandiri (Persero) Tbk. Hypothesis test results prove that the climate of human resource development if

managed and developed very well forms positive work attitudes namely organizational commitment and work attachment and organizational citizenship (OCB) behavior.

Managerial Implications

Based on the conclusions above, this research is expected to contribute to Islamic Banks in building positive work attitudes and OCB through the development role of the development of human resources so as to improve employee welfare. Hypothesis test results show that organizational commitment has the highest beta coefficient value of 0.949 with H1 accepted, this proves that companies that have good employee career development programs will form organizational commitment to the company and OCB can be improved if the company provides motivation and better employee career development programs so that it can meet the desires of employees. The climate of human resource development can work well if employees are comfortable working and feeling part of the company, then a positive work attitude and organizational citizenship (OCB) behavior will be formed, such as a mutually beneficial link.

Suggestions for Next Research

Suggestions that can be given for further research include: (1). Suggestions for future researchers by expanding the object of research to other companies by adding respondents to employees so that the research conducted is more valid and accurate and represents the number of existing population. (2). Conduct research by adding e-technology to the climate of human resource development and OCB and other variables in the study in order to find out other influences.

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