



ANDREW MAYO'S HUMAN CAPITAL APPROACH MODEL IN THE MANAGEMENT OF MORE PRODUCTIVE HUMAN RESOURCES IN PRIVATE ISLAMIC HIGHER EDUCATION



A. Rusdiana¹⁺
Abdul Mui'n²

¹Department of Islamic Education Management, Faculty of Education and Teacher Training State Islamic University of Sunan Gunung Djati Bandung, Indonesia.

Email: rusdiana@uinsgd.ac.id

²Department of Islamic Education Management, Faculty of Education and Teacher Training State Islamic University of Sunan Syekh Maulana Yusuf Banten, Indonesia.



(+ Corresponding author)

ABSTRACT

Article History

Received: 2 October 2019

Revised: 4 November 2019

Accepted: 6 December 2019

Published: 8 January 2020

Keywords

Competitive and sustainable institutions

Optimization

Individual ability

Individual motivation.

This research is intended to identify Andrew Mayo's More Productive Human Resource Approach Model in private Islamic higher institutions in the area of the Coordinator of Private Islamic Region Region II Colleges of West Java and Banten. This research uses a qualitative method with descriptive research type. Based on Andrew Mayo's human capital approach, to develop a sustainable and competitive organizational climate, five main components of Mayo must be implemented, namely; individuals who have the ability, motivation, organizational climate, work group effectiveness, and leadership. Realizing the importance of the role of human resources in the activities of Islamic religious higher education institutions must be able to manage human resources as well as possible, because the key to the success of an organization or institution is not only in terms of technological superiority and availability of funds, but also needs to pay attention to human factors. Based on observations, the results of this study indicate that: there are still many private Islamic tertiary educational institutions in the Kopertais Region II area of West Java and Banten that have not implemented an optimal human resource approach, as suggested by Mayo, especially in aspects of individual capabilities and individual motivation.

Contribution/ Originality: This study has been investigated to achieve competitive and sustainable institutions which can be achieved through human capital approach. It contributes to the first logical analysis of the moderation in development of Islamic higher institutions focusing on developing individual abilities and providing individual motivation as a key factor of success.

1. INTRODUCTION

The resources of an organization or institution are all factors both tangible and intangible. Human resources are one of the main components of assets that are not realized by an organization or institution. However, so far the assessment of the performance of organizations or institutions or organizations has generally used more tangible assets.

Thus human capital is not positioning humans as capital like a machine as if humans are the same as machines. But human capital can actually help decision makers to focus on human development in order to improve organizational quality. Therefore organizations or institutions must be able to improve the quality of human resources in facing challenges, and also to achieve the vision and mission of an organization or institution.

Human capital management is a new development of human resource management, where the difference is in the fundamental philosophy inherent in both approaches. The human capital approach is a thought that assumes that humans are a form of capital or capital goods as well as other capital goods and/or as assets of organizations or institutions. The definition of human capital emphasizes the understanding that humans are one of the main capital in an organization or institution with an infinite value and amount, which can be managed in a process, which in turn can produce more value for the organization or institution.

In human resources, humans are considered a resource. With this understanding organizations or institutions assume, humans can be depleted if over-exploited. Besides, on the basis of this understanding, many organizations or institutions interpret that the procurement and maintenance of human resources requires not a small amount of money, but the organization or institution does not get many benefits commensurate with it.

Born human capital is based on the phenomenon that in the 21st century the awareness of management of organizations or institutions in managing human resources is increasingly high. Organizations or institutions begin to realize that the performance of organizations or institutions is not only determined by capital in the form of finance, machinery, technology, and fixed capital, but is mainly influenced by intangible capital, namely human resources " (Larkan in Sukoco and Prameswari (2017)).

This research is supported by previous research conducted by; Widodo (2014); Kasmawati (2017); Sukoco and Prameswari (2017) and Kaparang (2018). all of which emphasize that organizational performance is not only determined by capital in the form of finance, machinery, technology, and fixed capital, but is mainly influenced by intangible capital, namely Human Resources. But this research will focus on Mayo (2000) human capital model approach, which states that the performance of organizations that survive must be supported by ability, motivation, organizational climate, work group effectiveness, and leadership.

Based on the preliminary studies, it shows that, currently there are still many educational institutions, both public and private in Indonesia, including the management of Higher Education Institutions that have started to rename parts, divisions or human resource management departments into parts, divisions or human capital management departments. The problem is whether the name changes or the term is really understood so that the philosophy of the human capital approach and its application are appropriate or that the substitution is only to change the name, while the contents and application do not change. On this basis, the authors are interested in reviewing the application of Andrew Mayo's human capital model to the Institute of Private Islamic Higher Education in the Coordinating Environment for Private Islamic Higher Education Region II West Java and Banten.

2. LITERATURE REVIEW

2.1. Human Capital Concept

Human capital arises as a result of shifting the role of human resources in the organization from being a burden to assets/capital. The concept of human capital initiates the added value that can be provided by employees (humans) to the organization where they work. Chatzkel states that human capital is the differentiating factor and the actual basis of an organization's competitive advantage. The human capital theory, as stated by Ehrenberg and Smith, conceptualizes that employees have a set of skills that can be "leased" to their organization (Jac Fitz-enZ, in Septia *et al.* (2017)).

Birth human capital is based on the phenomenon that in the 21st century the awareness of management of organizations or institutions in HR management is increasingly high. Organizations or institutions begin to realize that the performance of organizations or institutions is not only determined by capital in the form of finance, machinery, technology, and fixed capital, but is mainly influenced by intangible capital, namely Human Resources (HR). (Larkan in Sukoco and Prameswari (2017)).

The concept of human capital should be seen as a bridge to define the relationship between HR management practices and business performance. They show that human capital has a dynamic, implicit, non-standard, and

contextual definition. These characteristics make human capital difficult to evaluate. The characteristics of human capital that are very important for the performance of organizations or institutions are the flexibility and creativity of individuals, their ability to develop lifelong skills, and respond to various contexts of the situation. They mentioned that the reference to the theory of human capital is human beings and skills, while the reference to the theory of physical capital is factories, organizations and equipment (Scarborough and Elias in Alžbeta *et al.* (2018)).

Humans as business people or organizations have a productive work ethic, skills, creativity, discipline, professionalism, and have the ability to utilize, develop and master science and technology and management capabilities. In real life humans play a major role in increasing productivity and sophisticated production tools and are demanded to be skilled/expert human resources (HR). The success of an organization is strongly influenced by the individual performance of employees.

Human capital is a characteristic of human resources (HR) that is determined by the knowledge that is owned used to create value for the organization (Collin and Clark, in Widodo (2014)). Creating value is an effort to create value through building capabilities, strengthening the direction of business strategy, and prioritizing privileges to realize organizational competitiveness (Ingham 2007 in Toszewska-Czerniej (2018)). The results of the study of Pennings *et al.* (1998) explain that human capital management must pay attention to the sources of knowledge and the flow of knowledge. The flow of knowledge is intended as a process of developing expertise and institutionalizing knowledge (Sukoco and Prameswari, 2017).

The drive to measure human capital reflects the changing role of human resource management from the administrative role of being a strategic business partner. Furthermore, people are increasingly aware that the source of competitive advantage does not come from sophisticated product or service design, the best marketing strategy, technology design, or the most intelligent financial management, but comes from the existence of an appropriate system, motivating activities, and managing source of human power (Fitzenen, in Septia *et al.* (2017)).

The need for human capital in the present is based on: (1) Strong financial and non-financial profit competitive pressures, (2) Business and political leaders begin to recognize that having people with high skills and motivation can make a significant difference in performance improvement, (3) a fast change characterized by the existence of new processes and technologies will not last long if competitors are able to adopt the same technology. But to implement change, the workforce owned by the industry must have better skills and abilities, and (4) To grow and adapt, organizational leadership must recognize human values and contributions (Derek Stokey 2003 in Sukoco and Prameswari (2017)).

The main concept of human capital is that humans are not just a resource but are capital that produces returns and that every expenditure made in order to develop the quality and quantity of capital is an investment activity. When optimizing and measuring Return on Investment (ROI) on human capital, it is necessary to understand how it interacts with other forms of capital, both tangible and intangible. HC ROI is a number of benefits obtained by the organization or the rate of return/profitability of the amount of money spent to finance labor (Becker 1993, in Agus (2017)).

Human capital arises as a result of shifting the role of human resources in the organization from being a burden to assets/capital. The concept of human capital initiates the added value that can be provided by employees (humans) to the organization where they work. Chatzkel states that human capital is the differentiating factor and the actual basis of an organization's competitive advantage. The human capital theory, as stated by Ehrenberg and Smith, conceptualizes that employees have a set of skills that can be "leased" to their organization (Jac Fitz-enZ, in Septia *et al.* (2017)).

Based on the opinion above, it can be concluded that human capital is everything about humans with all the capabilities they have, so that it can create value for the organization to achieve its goals.

The main concept of human capital is that humans are not just a resource but are capital that produces returns and that every expenditure made in order to develop the quality and quantity of capital is an investment activity.

When optimizing and measuring Return on Investment (ROI) on human capital, it is necessary to understand how it interacts with other forms of capital, both tangible and intangible. HC ROI is a number of benefits obtained by the organization or the rate of return/profitability of the amount of money spent to finance labor (Becker 1993, in Agus (2017)).

2.2. A More Productive Human Capital Growth Climate

The climate for human capital growth is built on five components that have different roles in creating productive human capital in organizations or institutions that can ultimately determine the value of the institution to be sustainable and competitive. The five components of Human Capital are individual capability, individual motivation, climate organization, work group effectiveness and leadership " (Andrew Mayo in Sukoco and Prameswari (2017)).

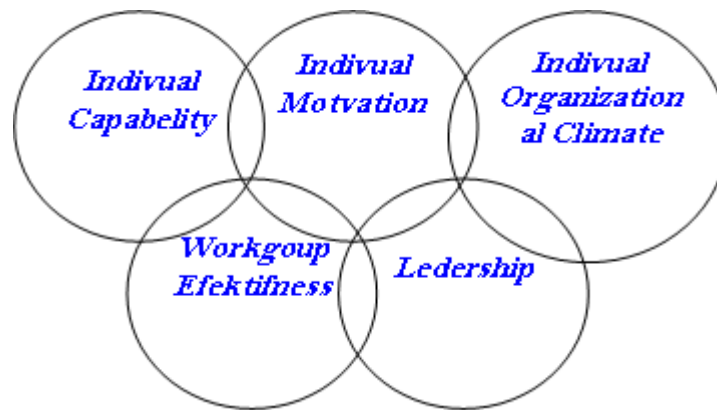


Figure-1. A Component of human capital (Andrew Mayo).
Source: Sukoco and Prameswari (2017).

2.3. Individual Capability

Individual skills can be divided into two parts, namely actual skills and potential abilities. Real skills are skills acquired through learning (achievement or achievement), which can be immediately demonstrated and tested now. Potential skills are aspects of skills that are still contained in an individual and are derived from heredity. Potential skills can be divided into two parts, namely general basic skills (intelligence or intelligence) and special basic skills (talent and attitudes).

Individual capability includes five criteria, namely: (1) Personal capabilities, namely the ability possessed by a person from within himself, including the appearance, thoughts, actions, and feelings. (2) Professional and technical knowledge, namely the ability to be professional in every situation and condition and the willingness to transfer knowledge from the senior to the junior. (3) Experience, which is someone who is competent and has sufficient experience in his field and has an open attitude to experience. (4) The network and range of personal contacts, namely someone who is said to be competent if he has a wide network or connection with anyone (5) The values and attitudes that influence actions, namely values and attitudes will affect their actions in the work environment such as having emotional stability, being friendly, socializing, and resolute (Mayo in Kasmawati (2017)).

2.4. Individual Motivation

Motivation is a condition or energy that moves employees who are directed towards achieving the goals of organizations or institutions." Motivation is formed from the attitude of employees in dealing with work situations in organizations or institutions. Positive mental attitude of employees towards work situations is what strengthens their work motivation to achieve maximum performance. The mental attitude of the employee must have a psychophysically prepared mental attitude (ready mentally, physically, situation, and purpose). That is, employees

in working mentally are ready, physically healthy, understand the situation and conditions and strive to achieve work targets (the main goal of the organization) (Mangkunegara in Anthon (2018)).

Motivation in achievement can be interpreted as an encouragement in a person to do an activity or task as well as possible in order to achieve achievement. The characteristics of people who have high achievement motivation are as follows: (1) doing things as well as possible, (2) Doing things by achieving success, (3) completing tasks that require effort and skills, (4) Desiring to be famous and mastering certain fields, (5) doing things that are difficult with satisfying results, (5) Doing something very meaningful, and (6) doing something better than others (Edward Murray in Puspita (2028)).

2.5. The Organization Climate

Organizational culture is an organizational value system adopted by members of the organization, which then influences the way of working and behaving from members of the organization. Based on the results of research from O'Reilly *et al.* (1991) seven primary characteristics were put forward which jointly captured the cultural nature of an organization, namely as follows: (1) innovation and risk taking, the extent to which employees are supported to be innovative and take risks, (2) attention to detail, with the extent to which employees are expected to show, (3) accuracy, analysis and attention to detail, (4) results orientation. The extent to which management focuses on results not on the techniques and processes used to achieve these results. (5) people orientation. The extent to which management decisions takes into account the effects on the people in the organization. (6) Team orientation. The extent to which work activities are organized around teams, not individuals. (7) Aggressiveness. Regarding the aggressiveness of employees, and (8) stability. The organization emphasizes maintaining a good organizational culture (Herman, 2016).

A conducive working atmosphere will encourage employees to make maximum contributions to organizations or institutions. Employees who feel satisfied with the organization or institution where they work are more likely to choose to continue working in that place even though there are opportunities for job offers elsewhere. If employees already have a strong attachment to an organization or institution, they will work hard for the development of an organization or institution.

2.6. Workgroup Effectiveness

The effectiveness of the work team is based on two productive results and personal satisfaction. Satisfaction relates to the ability of the team to meet the personal needs of its members and then maintain their membership and commitment. Productive results are concerned with the quality and quantity of work as defined by team goals namely organizational context, structure, strategy, cultural environment, and reward system. Important team characters are the type, structure and composition of the team. The characteristics of this team influence the internal processes of the team, which then affects the results and satisfaction. Leaders must understand and regulate levels of development, cohesiveness, norms, and conflict in order to be able to build effective teams.

The characteristics of an effective work team have three aspects and can be used as a standard for the effectiveness of a team ". The three aspects are: (1) Internal aspects, including: good definitions of team assignments, setting long-term and periodic targets, limiting problems and their kinds, and having relevant alternatives; (2) Managerial Aspects, including: good preparation, mature equality, setting standards for evaluation of results, frameworks to follow, good leadership for the team, and decision making in agreement not with the least acclamation or vote; (3) Behavior/Social Aspects, including: the participating all members in discussing problems and resolution solutions; accepting tasks assigned to members and prepare themselves to carry out them well; giving attention and awareness and understanding to people wisely, expressing feelings and senses towards thoughts and views, member awareness and their understanding of existing problems, framework of completion,

efforts of implementation, cooperation, sacrifice, and providing assistance and the existence of polemics and conflicts framework, not around personality (Ali Muhammad Abdul in Sukoco and Prameswari (2017)).

2.7. Leadership

Leadership is the influence between individuals in certain situations and directly through the communication process to achieve one or several specific goals (Tannebaum, Weschler and Nassarik in Kaparang (2018)).

Leadership is a personal attitude that leads the implementation of activities to achieve the desired goals ". The characteristics of a leader are based on the following principles: (1) A person who learns for life; Someone learns not only through formal education, but also outside of school as well as having good and bad experiences as sources of learning. (2) Service oriented; a leader is not served but serves because the principle of the leader with the principle of serving based on career as the main goal. In providing services, leaders should be more principled in good service. (3) Bringing positive energy; in using positive energy based on excellence and desire to support the success of others. For that we need positive energy to build good relations. A leader must be able and willing to work for long periods of time and in unspecified conditions. Therefore, a leader has to be able to show positive energy (Shared Goal, Hemhiel& Coons in Illiyun (2018)).

3. RESEARCH METHODS

The research method used in this study is a qualitative method with a descriptive type. Data collection uses primary sources and secondary sources. Primary sources are data sources that directly provide data to data collectors, and secondary sources are sources that do not directly provide data to data collectors, for example through documents. Qualitative descriptive research is research that is carried out without any engineering and the aim is to steer. In accordance with the discussion of the problem and the purpose of the study, the form of research used is descriptive with a qualitative approach. Qualitative research is a research that emphasizes the analysis of the process of inductive thinking processes that are related to phenomena observed using scientific logic. Qualitative research is research that has a temporary problem and will develop or even change when researchers are in the field (Sugiyono (2014) in Fakhri and Jon (2019)).

4. RESULTS AND DISCUSSION

4.1. Application of Human Capital Management at PTKIS KOPERTAIS Region II West Java and Banten Background to the Changes in Human Resources Management in HR Management of PTKIS

The background of changes in human resources management to human capital management in the management of human resources at the Private Islamic Higher Education Institution (PTKIS) is based on the paradigm that human resources regard humans as a resource. Whereas, in human capital, humans are considered as assets of organizations or institutions. This is supported by Usep Dedi Rotandi's statement (Wakor in the Field of Manpower) as the main informant, stating that: "PTKIS is a service organization or institution, so what drive this industry is its people. If the asset factory is a machine, the bank capital is money. Nowadays human beings in organizations or institutions, the employees have been considered as assets and also as capital because they are the driving force of this industry, not as a resource which will eventually be depleted when used continuously. "

This paradigm is also in line with the background of the emergence of human capital stated by Larkan (2008) that human capital is born based on the awareness of management of organizations or institutions in the management of human resources that are increasingly high. Organizations or institutions are beginning to realize that the performance of organizations or institutions is not only determined by capital in the form of finance, machinery, technology, and fixed capital, but is mainly influenced by intangible capital, namely human resources (HR) (Larkan (2008) in Sukoco and Prameswari (2017)).

Actually the empowerment and human resource development program of Islamic Private Higher Education (PTKIS) in the Kopertais Region II area of West Java and Banten only took place since 2015, in connection with the new policy regarding the Task, Function and Mechanism of the Work of Kopertais based on Decree of the Director General of Islamic Education Number Dj. I / 494/2007 concerning the Duties, Functions and Mechanisms of Working Coordinators of Islamic Higher Education Institutions (KOPERTAIS), which emphasizes on; supervising, controlling, guidance and trust (WASDALBINDAYA), originally based on the Decree of the Minister of Religion of the Republic of Indonesia No. 155 of 2004 concerning the Coordinator of Islamic Higher Education Institutions that emphasizes the duties of persistence only on supervision, control and guidance (WASDALBIN). Therefore, the decision of General Director of Islamic Education No. Dj.I / 494/2007, only realized at KOPERTAIS Wil, II West Java Banten, since the issuance of the Decree of the Coordinator of the Region II Kopertais West Java and Banten Number: Un.05 / II.2 / KP.07.6 / 306/2015 dated 31 December 2015 Concerning the Dismissal and Appointment of Deputy Coordinator, Secretary and Expert in the Region II Kopertais West Java and Banten. In this Decree, there is one expert field (Human Resources Development and Empowerment), which is specifically tasked with developing and empowering PTKIS HR. This policy is based on the idea that existing people must be managed as capital. "... At the beginning of the change to human capital management, we begin to see that this human being must be touched as capital. Once considered capital, there must be profits. These benefits are expected to develop positively so that investment must be made in the assets of the organization or institution Investments made in managing people are long-term, where the usefulness of these investments will have an impact on the performance of the organization or institution, since then the Human Resources Development and Empowerment Program has begun (Rostandi, 2019).

Changes in human resource management to human capital management at PTKIS have only been going on since 2014. Beginning with the changes, PTKIS Kopertais Wilayah II of West Java and Banten began to see that existing humans must be managed as capital. "... At the beginning of the change into human capital management, we began to see that this human must be touched as capital. After being considered to be capital, then there must be a gain. The gain is expected to develop positively so that there must be investments made on the assets of the organization or institution. The investment made in managing humans is long-term. Where the usefulness of this investment will have an impact on the performance of the organization or institution (can be seen from the increase in revenue, premiums, and also awarding of organizations or institutions) "(Rostandi, 2019).

4.2. The Main Concept of the Human Capital Approach to HR Management of PTKIS

The main concept of human capital, namely humans, is not just a resource but it is capital that produces returns and every expenditure made in order to develop the quality and quantity of capital as an investment activity. Thus, the notion of human capital emphasizes the understanding that humans are one of the main capital in an organization or institution with an infinite value and amount, which can be managed in a process, which in turn can generate added value for an organization or institution to achieve its goals (Becker in in Agus (2017)).

Of course the maintenance of human capital-based human resources requires a lot of costs, but this is not a problem if the impact that can be given is a number of benefits obtained by the organization or institution or the rate of return from the amount of money spent to finance labor management. As stated by Becker, every expenditure made in order to develop the quality and quantity of capital is an investment activity that produces returns.

In the human capital approach, humans have a very important role besides capital (money), natural resources, technology and production processes. To develop quality human resources, of course there are certain obstacles that will certainly be faced. The obstacle experienced by PTKIS when the paradigm shifts to human capital is how to make employees become capital for organizations or institutions. The challenge is that management must choose the right people at the time of recruitment. Selection must be done well, if it is not good it will be a burden on the

organization or institution. Another challenge is in developing employees facing the dilemma of piracy (hijack). All efforts have been made by organizations or institutions to manage and develop their human resources, but there are employees who are hijacked by other organizations or institutions. With this human capital management system, organizations or institutions must renew themselves in carrying out HR functions starting from the recruitment process to termination.

4.3. Human Capital Component in the HR Development of PTKIS

Human Capital has five components that have different roles in creating human capital organizations or institutions that ultimately determine the value of an organization or institution. The five components of Human Capital are individual capability, individual motivation, climate organization, work group effectiveness and leadership" (Mayo in Kasmawati (2017)).

The first component is individual capability. One of the efforts of organizations or institutions to achieve improved quality of human resources is to design and conduct employee development programs (people development) to better suit the needs of work and organizational goals, so that the optimization of employee performance will be achieved according to the desires of the organization or agency and employee needs. Such development will benefit organizations and individuals. The development carried out is expected to improve employee performance.

4.4. PTKIS HR Development Management

Management of human resource development is a joint process between employers and employees that aims to provide opportunities for employees to develop their competencies and character in accordance with the demands of the work and the needs of the organization or institution. With this it is expected that the effectiveness of employee development will be higher and the employees concerned can improve their performance. There are several stages that need to be considered to ensure that people development management is a program that will support the growth of organizations or institutions, including: (1) Basic concepts applied by organizations or institutions namely the concept of competence and talent. Arranging the Competency Profile of PTKIS has its own competency dictionary. Basically a competency model contains two elements, namely Soft Skill and Hard Skill (2) Evaluation of Individual Competence; it is a form that contains the competency requirements of a position, assessment of competencies along with their strengths and weaknesses. (3) Creating an Individual Performance Plan (IPP); Documents compiled for each employee that contain the employee's career plan for 1 period. (4) Compile the Individual Development Plan (IDP); Documents containing plans for developing employee competencies and characters. This document is prepared jointly by the supervisor and the employee concerned. IDP is the result of follow-up evaluation of individual competencies. (5) Making Replacement Table Chart; This section identifies important positions, a substitute that allows office holders in each of these positions, whether the potential substitute currently has the background to assume the responsibility of the job, or whether the potential substitute needs a certain amount of time expected to be ready to carry the responsibility.

The substance of the concept of People Development is where an organization or institution has a system that can accommodate the potential that is owned by each employee so that employees who have good career opportunities are valued and recognize their potency that will impact the employees to be bound to work and organization or institution.

The second component is individual motivation. The actual measurement of individual motivation is found in the assessment of work. PTKIS has 7 core competencies, one of which is about drives. The assumption is that there is a direct correlation between drive (competency) and motivation to work, which means that if someone has a high drive competence then directly the person also has a high motivation to work. In the assessment of the work there are 3 parts that are used as material for evaluation by superiors and HC, namely the work process, result, and

leadership. But this leadership only applies to superiors who have subordinates. So the point specifically for measuring one's motivation is indeed not in the assessment, but it will be seen from the work process and also the result. Someone who plays the process well is assumed to have a good working spirit, which will have an impact on the results. Because in this assessment, the results are not absolutely the main benchmark of a person's success, but the process also has the same weight. So in the assessment of this process it will be seen a person's working motivation in achieving its predetermined targets. The process of working is also a very important consideration in assessing someone.

Motivation is a condition or energy that moves employees directed or directed towards achieving the goals of organizational organizations or institutions (Anwar Prabu Mangkunegara in [Anthon \(2018\)](#)).

Motivation is formed from the attitude of employees in dealing with work situations in organizations or institutions. Positive mental attitude of employees towards work situations is what strengthens their work motivation to achieve maximum performance. The mental attitude of the employee must have a psychophysically prepared mental attitude (ready mentally, physically, situation, and purpose). That is, employees in working mentally are ready, physically healthy, understand the situation and conditions and strive to achieve work targets (the main goal of the organization).

Motivation in achievement can be interpreted as an impulse in a person to do or do an activity or task as well as possible to achieve the achievement. In this case the intended achievement can be seen from the results of the work evaluation which will impact the reward that will be obtained by the employees.

Organizational culture is one of the forms owned, implicitly accepted by the group and determines how the group feels, thinks and reacts to its diverse environment. Organizational culture refers to a system of shared meaning that is shared by members who distinguish the organization or institution from other organizations or institutions. Organizational culture is also an organizational value system adopted by members of the organization, which then influences how to work and behave from members of the organization.

Organizational culture is a very important factor in creating human capital, these factors are; (1) Conducting assessments of performance both in teams and individuals; This has been implemented and has been explained in the previous point, which is through work appraisal/performance appraisal conducted every 2 times in 1 year. Appraisal of works carried out based on individual performance plans for individuals. IPP is made by each employee who will later be submitted to the supervisor. But for the team's assessment, this was absolutely designed and implemented by the superior, usually for teams in each department. (2) Assessing employees in facing problems through learning and self-improvement processes; This process is mainly carried out for new employees who take part in the Management Trainee program. Here employees who are superior new employees get more intensive behavior with organizations or institutions, so that they know that the organization or institution thinks of itself, but the assessment made is also more stringent. They will undergo counseling and mentoring more often so that if there is an error in the learning and improvement process, it will be more controlled by employees who have worked at Astra Insurance, usually not always directly from the employee so that the knowledge will be more diverse. Acceptance through the MT program is also more selective because there are many programs and learning that are accepted by MT employees which will be intended to occupy strategic positions of organizations or institutions. Of course they must always be ready to deal with a variety of conditions even though that is a problem. (3) Creating new innovations and individual creativity assessed which aims to improve the condition of the organization or institution; here is also clear that MT employees must be prepared in a variety of conditions even though it is a problem because in the problem solving process there must always be improvements. (4) There is support from organizations or institutions in the form of complete facilities and infrastructure for employees to work and carry out their duties. The facilities and infrastructure provided are sufficient in facilitating work and carrying out tasks. There are also various informal clubs at Astra Insurance so that its employees can also channel their hobbies. (5) The existence of transfer of knowledge from seniors to juniors, sharing experiences in work. A

conducive working atmosphere will encourage employees to contribute maximum performance to organizations or institutions. Employees who feel satisfied with the organization or institution where they work are more likely to choose to continue working in that place even though opportunities for job offers arise elsewhere. If the employee already has a strong attachment to the organization or institution, it will be seen in daily behavior where he is motivated to do something for the development of an organization or institution (Mayo in Kasmawati (2017)).

One of the soft competency components needed by organizations or institutions is the ability to work in a team, so that all employees are required to be able to work in teamwork. This is one of the criteria for recruiting new employees. An organization or institution realizes that in the current conditions, it is not enough for someone to have good individual abilities, but must have developed towards good teamwork. According to Widyastuti et. Al the effectiveness of the work team is based on productive results and personal satisfaction. Satisfaction relates to the ability of the team to meet the personal needs of its members and then maintain their membership and commitment.

4.5. PTKIS Leadership Attitude

Leadership is the influence between individuals in certain situations and directly through the communication process to achieve one or several specific goals (Tannebaum, Weschler and Nassarik in Kaparang (2018)). Leadership is a personal attitude that leads the implementation of activities to achieve the desired goals (Shared Goal, Hemhiel& Coons in Illiyun (2018)).

For certain positions that require the ability to lead a team, it is expected that someone has the ability to lead. Not everyone or position needs the ability to lead a team. If a job with specialist characteristics does not require leadership, it is still effective and efficient at work. However, if the characteristics of the work have leadership qualities it is an added value for the employee, but it does not matter if it does not have leadership traits because the organization or institution does not demand it because the intended leadership is leadership to carry out activities to achieve the desired goals.

5. CONCLUSION

Based on the results of research and discussion conclusions can be drawn as follows:

- a. Recognizing the importance of the role of human resources in the activities of organizations or institutions, the organizations or institutions should need to manage human resources as well as possible because the key to the success of an organization or institution is not only technological excellence and availability of funds, but also human factors.
- b. The human capital component consists of individual capability, individual motivation, climate organization, work group effectiveness, and leadership.
- c. The application of the human capital component at PTKIS is not optimal; the meaning is not in accordance with the approach that should be, especially in the aspects of individual capability and individual motivation.

With all the limitations, especially the unfinished theory review, this paper is expected to provide input for PTKIS in order to prepare more productive human resources in improving the best performance. It is time for PTKIS leaders to realize that the benefits obtained by the company/institution actually come from human capital, not the activities of the company/institution more from a business perspective. PTKIS leaders should view the company/institution as a unit that contains unique knowledge and skills, or a set of uniqueness.

On that basis, this study recommends to stakeholders in developing the organization of educational institutions especially PTKIS. It seems that Andrew Mayo's human capital model approach to its strengths and weaknesses can be used as an alternative for PTKIS that can survive and be more productive.

Funding: This study received no specific financial support.

Competing Interests: The authors declare that they have no competing interests.

Acknowledgement: Both authors contributed equally to the conception and design of the study.

REFERENCES

- Agus, A., 2017. Designing an educational economy in an investment in Islamic education. *Madaniyah Journal*, 12(1): 1-19.
- Alžbeta, K., M. Martin and H. Milos, 2018. Evaluating the effectiveness of investment in human capital in E-business enterprise in the context of sustainability. *Sustainability Journal*, 10(3): 211-223.
- Anthon, R.P.N.P., 2018. The impact of organizational culture and work motivation on employee performance of PT. Telekomunikasi Indonesia Witel Bandung. *Proceeding of Management*, 5(2): 1812-1819.
- Fakhri, A. and E. Jon, 2019. Implementation of learning musical instruments for the blind. *Journal of Special Needs Education Research*, 11(7): 137-144.
- Herman, 2016. The relationship between organizational culture and job satisfaction with commitments to organizations. *JIMFE. Faculty of Economics Management Scientific Journal*, 1(2): 18-32.
- Illiun, F., 2018. Effectiveness of regional head leadership in organizing infrastructure development in Bangkalan District. *Journal of Public Policy and Management*, 1(6): 1-10.
- Kaparang, 2018. The influence of leadership style and work experience on employee work productivity products at Pt. Bank Mandiri (Persero) Tbk. Manado Area. *EMBA Journal* 4(6): 3743-3752.
- Kasmawati, Y., 2017. Human capital and employee performance (a theoretical review). *Journal of Applied Business and Economics*, 4(3): 265-280.
- Larkan, A., 2008. *Human resources in organizations*. Jakarta: Gramedia Main Library.
- Mayo, A., 2000. The role of employee development in the growth of intellectual capital. *Personnel Review*, 29(4): 521-533. Available at: <https://doi.org/10.1108/00483480010296311>.
- O'Reilly, I.C.A., J. Chatman and D.F. Caldwell, 1991. People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3): 487-516. Available at: <https://doi.org/10.5465/256404>.
- Pennings, J.M., K. Lee and A.v. Witteloostuijn, 1998. Human capital, social capital, and firm dissolution. *Academy of Management Journal*, 41(4): 425-440. Available at: <https://doi.org/10.2307/257082>.
- Puspita, D.H., 2028. Effect of principal leadership, work motivation and media utilization on elementary teacher performance at UPT Tepus. *Journal of Media Management Education*, 1(1): 137-144.
- Rostandi, 2019. Interview about the human capital development program within the coordinator of the private Islamic higher education (KOPERTAIS) Region II in West Java and Banten. (Thursday; April 22, 2019 at the Wakor II Office in the Staff of Kopertais Wil II in West Java and Banten).
- Septia, N.P.W., W.H.S. Endah and Harnoto, 2017. Analysis of the affective commitments of Semarang City transportation service officers. *Journal of Management Economics and Accounting*, 44(24): 84-102.
- Sukoco, I. and D. Prameswari, 2017. Human capital approach for managing more productive human resources ad. *Journal Bispreneur*, 1(2): 93-104.
- Toszevska-Czerniej, W., 2018. Creating value of organization through human capital management. *Economics and Law*, 17(4): 443-457. Available at: <https://doi.org/10.12775/eip.2018.032>.
- Widodo, K.W., 2014. Development of human capital-based organizational innovation, knowledge sharing and organizational learning. *ECOBIC*, 1(15): 86-101.

Views and opinions expressed in this article are the views and opinions of the author(s), International Journal of Publication and Social Studies shall not be responsible or answerable for any loss, damage or liability etc. caused in relation to/arising out of the use of the content.