



The Influence of Intellectual Capital on the Performance of Employees: A Case Study of PT BPR Syariah Bangun Drajat Warga

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Abstract: The performance of employees is very influential for the success of an organization or company. To achieve the company goals, every company needs good performance from employees, both quality and quantity. This research was conducted to analyze how the influence of intellectual capital, consisting of human capital, structural capital, and customer capital, to the performance of employees of PT BPR Syariah Bangun Drajat Warga. This research uses the saturated sampling technique, which utilized all employees of PT BPR Syariah Bangun Drajat Warga as samples. This research uses primary data obtained from the survey using questionnaires and interviews. The data analysis methods in this research are validity testing, reliability testing, classical assumption testing, and multiple linear regression analysis using IBM SPSS Statistics 19. The results show that human capital and structural capital do not have a significant positive influence on the performance of employees. However, customer capital has a significant positive influence on the performance of employees.

Keywords: *Intellectual Capital, Human Capital, Structural Capital, Customer Capital, and Performance of Employees.*

Article History

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Introduction

The development of the banking sector and rapid globalization require Islamic banks to compete in the contemporary business environment. [Suwarjuwono and Kadir \(2003\)](#) stated that efforts by companies to survive in the industry are changing a business strategy that was originally based on labor (labor-based business) into a business that is based on knowledge (knowledge-based business), with science as the main characteristic. It means that tangible assets are not the only important source of wealth for companies but also intellectual capital. Intellectual capital is an essential source of wealth for a company because it contains important elements – the power of thought and science.

[Volkov and Garanina \(2007\)](#) stated that in a knowledge-based economy, the value of goods, services, and companies is created not only from tangible assets but mostly from knowledge. This creates a new opinion or understanding that in addition to financial capital and physical capital, there is another capital that is no less important, namely intellectual capital. Islamic banks should not rely solely on the strength of natural resources and financial resources in conducting their economic activities. Islamic banks also have to take account of and enhance their intellectual capital.

The study conducted by [Tan et al. \(2007\)](#) explains that the development of the new economy driven by information and knowledge led to increase in the attention on intellectual capital. According to some researchers, such as the Organization for Economic Cooperation and Development (OECD), intellectual capital is a part of intangible assets ([Ulum, 2009](#)). According to PSAK 19 (revised in 2009), intangible assets are non-monetary assets that can be identified but have no physical form. Although it does not explain intellectual capital directly, the statements prove that it has been gaining attention and calculation by economists.

The International Federation of Accountants (IFAC) concluded that intellectual capital is regarded as knowledge-based capital which is owned by the company. IFAC also estimated that the current value

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of the company is no longer determined by fixed assets, but the company's value is more determined by the management of intellectual capital owned. Hence, during the last few years, it has emerged as an approach used in the assessment and measurement of intangible assets, which is called intellectual capital.

According to Stewart (1998), Sveiby (1997), Saint-Onge (1996), and Bontis (2000) in Sawarjuwono and Kadir (2003), intellectual capital consists of three main components. The first component is human capital as a useful source of knowledge, skills, and competencies within an organization or company. Human capital will be increased if the company can maximize its employees' knowledge. The second component is structural capital which is the ability of the organization or company to fulfill the company's routine processes and the structure that supports employee's efforts to produce an optimal intellectual performance as well as overall business performance. An individual may have a high intellectual level, but if the organization does not have good systems and procedures, then the intellectual capital cannot perform optimally and the potency cannot be fully utilized. The last component is customer capital, or relationships which is a component of intellectual capital that provides real value. This component measures the relationships of the company with its business partners, either derived from reliable and qualified suppliers, loyal and satisfied customers, or from the company's relationship with the government or the local community. Customer capital can arise from various parts of the outside environment of companies that can add some value to them.

Barney (1991) stated that intellectual capital, which includes valuable resources and capabilities of the company, is challenging to be replicated and irreplaceable, so it can produce a competitive advantage and superior performance, compared to firms that do not use them. Additionally, according to Stewart (1997), intellectual capital can be seen as knowledge, information, intellectual property, and experience that can be used to create wealth (Ulum, 2009). The opinions above explain that intellectual capital is closely related to the employees or human resources. Without the role of employees in a company, the company will not perform properly because humans are the drivers and determinants of the course of a company. Employees' performance is very influential on the level of success of a company. Every company should require good performance from its employees so that with employees' performance the goals and targets of the company can be achieved.

Although intellectual capital could boost the competitiveness of companies such as Islamic banks, unfortunately in some Islamic banks, human resources are rarely given primary attention. One of the obstacles to the development of Islamic banking lies in a lack of quantity and quality of qualified personnel to run the banking industry in this Islamic sector.¹ In addition, there are still many employees of Islamic banks who do not have sufficient Islamic background and knowledge.

The development of Islamic banking must be supported by adequate human resources, either in terms of quality or in terms of quantity. However, reality shows that many human resources which have been involved in the Islamic institution do not have academic and practical experience in the field of Islamic banking. This condition significantly affects the productivity and professionalism of Islamic banking itself.²

According to Financial Services Authority (OJK), the types of banks in Indonesia can be divided into three, namely *bank umum* (commercial banks), *bank perkreditan rakyat* (rural banks), and *bank syariah* (Islamic banks). In Yogyakarta, there are already 11 Islamic rural banks.³ One of the *bank perkreditan rakyat syariah* (Islamic rural banks) in Yogyakarta is PT BPR Syariah Bangun Drajat Warga. PT BPR Syariah Bangun Drajat Warga is the first Islamic rural banks established in Yogyakarta and also it is the largest one in the city.

The performance of rural banks in Yogyakarta is still positive despite the current condition that the economy is still decelerating. According to Financial Services Authority, customers are now choosing

¹See Aditiasari, D. (2015, November 21). *Banyak sarjana ekonomi syariah, tapi bank syariah kekurangan SDM*. Detik. <https://finance.detik.com/moneter/d-3077049/banyak-sarjana-ekonomi-syariah-tapi-bank-syariah-kekurangan-sdm>

²See Halimah, C. N. (2016, May 18). *Problematika SDM perbankan syariah*. Serambinews. <https://aceh.tribunnews.com/2016/05/18/problematika-sdm-perbankan-syariah>

³See _____. (2018, September 26). <https://akuntansikeuangan.com/daftar-lengkap-bank-syariah>

products from Islamic rural banks.⁴ The performance of the rural banks industry up to March 2018 was very good. Industrial assets of (rural banks) and Islamic rural banks reached Rp127 trillion or increased 11.02% compared to the previous year. In addition, the loans that had been distributed reached Rp91 trillion, or increased 8.67%.⁵

The performance of rural banks and Islamic rural banks is not separated from the contributions of PT BPR Syariah Bangun Drajat Warga. Achievement of the company can be achieved with its human resources. Human resources can be a critical success factor of a company such as Islamic banks. Improvement of the employee's performance hopefully can also improve the company's overall performance. In PT BPR Syariah Bangun Drajat Warga, various factors affect the performance of employees working in the company. One of the factors that may affect is intellectual capital which consists of human capital, structural capital, and customer capital. Table 1 shows the number of offices of Islamic Rural Bank in Yogyakarta. PT BPR Syariah Bangun Drajat Warga has one head-quarter office, one branch office, and three cash offices, which is the highest number compared to other Islamic rural bank in Yogyakarta.

Table 1. Islamic Rural Bank Offices in Yogyakarta

No.	Name of Islamic Rural Banks	Head-Quarter Office	Branch Office	Cash Office
1.	PT. BPR Syariah Margirizki Bahagia	1	1	0
2.	PT. BPR Syariah Bangun Drajat Warga	1	1	3
3.	PT. BPR Syariah Dana Hidayatullah	1	0	0
4.	PT. BPR Syariah Barokah Dana Sejahtera	1	1	1
5.	PT. BPR Syariah Mitra Amal Mulia	1	0	0
6.	PT. BPR Syariah Madina Mandiri Sejahtera	1	0	2
7.	PT. BPR Syariah Danagung Syariah	1	1	0
8.	PT. BPR Syariah Mitra Cahaya Indonesia	1	0	0
9.	PT. BPR Syariah Formes	1	0	1
10.	PT. BPR Syariah Mitra Harmoni Yogyakarta	1	0	0
11.	PT. BPR Syariah Cahaya Hidup	1	0	0

Sources: Website of each banks.

Theoretical Basis

Intangible Assets

According to Sydler et al. (2014) in Gogan (2016), the importance of the intellectual capital concept in the era of knowledge became the new core of economic progress because of the reduction of the influence of fixed assets and financial assets compared to the influence of intangible assets. More and more figures support the argument that intellectual capital is an essential element in achieving performance within an organization.

There are several approaches to defining intangible assets and intellectual capital. Some scholars assume that these two things are the same, and other scholars separate the two. According to Lev (2003) in Volkov (2007), the terms intangible assets, knowledge assets, and intellectual capital are interchangeable because this three terms are used widely. Intangible assets are used in the accounting literature, knowledge assets are used by economists, and intellectual capital is used in management and law literature. All of three have the same objective, the future profits which are not realized in material form.

Intangible assets or intellectual capital are defined by Lev (2003) in Volkov (2007) as a non-physical source value that is expected to provide benefit in the future, generated by innovation or discovery, a unique organizational design, or human resource practice. That definition was supported by Lönnquist and Mettanan (2002) in Volkov (2007), which states that intangible assets are non-material resources

⁴ See Linangkung, E. (2017, February 4). *Masyarakat Yogyakarta cenderung pilih BPRS ketimbang konvensional*. Sindonews. <https://ekbis.sindonews.com/berita/1176771/178/masyarakat-yogyakarta-cenderung-pilih-bprs-ketimbang-konvensional>

⁵See Hidayat, F. (2018, May 21). *Kinerja industri BPR-BPRS terus bertumbuh*. Beritasatu. <https://www.beritasatu.com/ekonomi/493306/kinerja-industri-bprbprs-terus-bertumbuh>

that can be used to create value for the company based on the ability of employees, organizational resources, the company's operating methods, and relations with its shareholders.

Intellectual Capital

Definition of Intellectual Capital

Many researchers put forward the definition of intellectual capital. According to Edvinsson and Malone (1997) in [Ulum \(2009\)](#), intellectual capital is a hidden value of the business. That is to say, intellectual capital does not look like a traditional asset. It is usually invisible on the financial reports. The definition is similar to that expressed by Roos et al. (1997) which states that intellectual capital includes all processes and assets that do not appear on the balance sheet and all intangible assets considered in modern accounting methods ([Ulum, 2009](#)).

Based on these descriptions of intellectual capital, we can conclude that intellectual capital is an essential and valuable asset for companies and can provide additional value. However, it cannot be seen in the financial reports. This is in accordance with The International Federation of Accountants (1998) in [Suarjuwono and Kadir \(2003\)](#) stated that in the balance sheet, intellectual assets are knowledge-based on goods or items owned by companies that will generate profits in the future. That definition was supported by Stewart (1997) in [Bontis \(2000\)](#), which explicates that intellectual capital is intellectual material, such as knowledge, information, intellectual property, and experience that can be used to create wealth or financial gain. According to Brooking (1996), intellectual capital is based on the assumption that the company operates through a combination of intangible assets ([Ulum, 2009](#)).

Unlike traditional financial assets or equipment assets and physical material resources, humans (employees) carry their intellectual assets every night or when leaving or retiring from the company. Companies are 'renting' intellectual assets or own them if people change their ideas into products, services, or work processes. However, if employees leave, the organization will experience intelligence loss ([Luthans, 2005](#)).

Components of Intellectual Capital

[Bontis et al, \(2000\)](#) stated that in general, researchers identified three main constructs of intellectual capital consisting of human capital, structural capital, and customer capital. Therefore, this study adopts the dimensions of human capital, structural capital, and customer capital as parts of intellectual capital construction (see [Figure 1](#)).

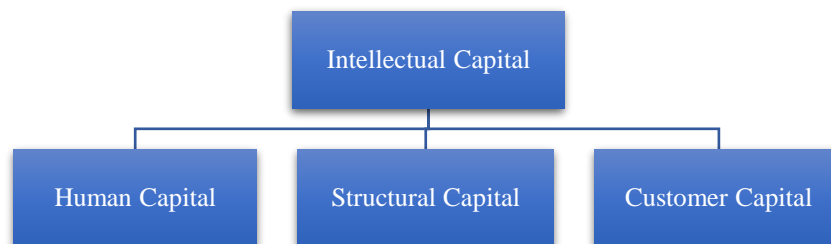


Figure 1. Intellectual Capital Structure Model

Human Capital

Human capital can be categorized as personal attributes, including intelligence and skill or expertise. Some individual factors that are often examined are emotional stability, openness, experience, and understanding. Munchinsky (2003) in [Carson et al. \(2004\)](#) mentions several studies on human capital associated with personal factors in organizational behavior. According to [Bontis \(1998\)](#), human capital is a very important component in intellectual capital because this capital is a source of innovation and progress, but also the most difficult component of intellectual capital to quantify. According to [Suarjuwono and Kadir \(2003\)](#), human capital is also a beneficial source of knowledge, skills, and competencies within an organization or company. Human capital reflects the company's collective ability to produce the best solution based on the knowledge possessed by the people in the company.

Human capital will be increased if the company is able to use the knowledge of its employees. Appraisal indicators of human capital used in this research according to the International Federation of Accountants (1998) in The Chartered Institute of Management Accountants are education, a spirit of innovation, proactivity, reactivity, and job competence.

Structural Capital

Structural capital contributes to human capital by transferring processes and knowledge through training and will go smoothly if the human factor or the employees are willing to learn new things. Bontis (1998) claimed that structural capital is related to the mechanisms and organizational structures that can support employees' efforts to produce an optimal intellectual performance as well as overall business performance.

The examples are the company's operating system, manufacturing processes, organizational culture, management philosophy, and all forms of intellectual property owned by the company. Suwarjuwono and Kadir (2003) said that an individual could have a high intellectual level, but if the organization has bad systems and procedures, then the intellectual capital cannot achieve optimal performance and their potentials cannot be fully utilized. It was the concept of structural capital stating that intellectual capital can be measured and developed in an organization. These explanations can be concluded that intellectual capital would only be human capital without structural capital. Appraisal indicators of structural capital used in this research according to the International Federation of Accountants (1998) in The Chartered Institute of Management Accountants are the company culture, infrastructure, and information systems.

Customer Capital

Bontis (1998) explains that customer capital represents the potential of a company related to intangible assets that exist outside the company. Recent work in the service profit chain has emphasized the causal relationship among employee satisfaction, customer satisfaction, customer loyalty, and financial performance. Further research shows that customer loyalty can be predicted by measuring employee loyalty. These studies provide further evidence of the importance that customer capital represents as a unit of an organization's overall intellectual capital. Suwarjuwono and Kadir (2003) stated that this element is a component of intellectual capital that provides real value. Customer capital is the harmonious relationship the company has with its partners, either derived from reliable and qualified suppliers, loyal and satisfied customers with the service of the company, or the company's relationship with the government and surrounding communities. Customer capital can arise from various parts of the environment outside the company which can add value to the company.

Appraisal indicators of customer capital used in this research according to the International Federation of Accountants (1998) in The Chartered Institute of Management Accountants are brand, customer, and customer loyalty. These indicators are closely linked. The Brand is associated with the level of customer's knowledge, or public knowledge about the company's brand and company itself.

Performance of Employees

Definition of Employees Performance

Performance generally is regarded as a measure of someone's work. Performance is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to them. In carrying out a job, an employee will try to carry out the work earnestly in order to provide good results according to ability, experience, sincerity, as well as the time spent on tasks assigned to them (Ruliana, 2014). Many factors affect the employees performance, including the ability, effort, and organizational support they received (Mathis, 2011).

From these definitions, it can be concluded that the employees performance is the result of the work produced by an employee who has contributed to achieving the company's objectives. The performance assessment is a process that the company does in order to evaluate the job performance of the company.

Indicators of Employees Performance

Indicators of employees performance are quantity, quality, punctuality, and attendance (Mathis, 2011). Quantity indicates the number of jobs generated by an individual or group as requirements that became work standards. And quality is certain requirements that must be met by an employee to be able to produce works that comply white the standards. Punctuality is the basis for an employee to complete a product or service for which they are responsible. Attendance is employees' desire to come to work every day and according to the working hours that have been set (Bangun, 2012).

Hypotheses

The hypothesis of this research are as follow:

H_{a1} = Human capital has a significant positive influence on the performance of employees of PT. BPR Syariah Bangun Drajat Warga.

H_{a2} = Structural capital has a significant positive influence on the performance of employees of PT. BPR Syariah Bangun Drajat Warga.

H_{a3} = Customer capital has a significant positive influence on the performance of employees of PT. BPR Syariah Bangun Drajat Warga.

Methodology

Type and Sources of Data

The research was conducted at PT BPR Syariah Bangun Drajat Warga with employees as research subjects. The study is classified as field research by conducting surveys directly to the research object. The survey in this study used questionnaires that focused on the influence of intellectual capital on the performance of employees of PT BPR Syariah Bangun Drajat Warga, as data collection technique.

The data used in this study is primary data. Primary data refers to information obtained directly by researchers related to variables for a particular purpose of the research (Sekaran & Bougie, 2017). Primary data were obtained from the subjects of the research by using the questionnaire which includes human capital, structural capital, customer capital, and performance of employees. Respondents in this research are employees of PT BPR Syariah Bangun Drajat Warga.

Population and Sample

Population refers to a whole group of people, events, or things of interest that investigators want to investigate (Sekaran & Bougie, 2017). In other words, the population is the whole characteristics or unit of measurement that become an object of research or it can also be called an object or subject that is located in a region and meets certain requirements related to the research questions. The population in this study were all employees of PT BPR Syariah Bangun Drajat Warga consisting of 48 people.

A sample is representative of the population that is being researched. By studying samples, the researchers will be able to draw conclusions that can be generalized to the population of interest (Sekaran & Bougie, 2017). This research uses a saturation sampling technique. A saturation sample means that samples are taken from the entire population. This technique is only possible when the population is reasonably small (Yunus, 2010).

The population in this study were all employees of PT. BPR Syariah Bangun Drajat Warga, consisting of 48 people. The sample is determined based on the method proposed by Yunus, using the entire population because the total population is small to ensure that every participant can be examined.

Data Collection

This research used explanatory research, by distributing questionnaires to employees of PT BPR Syariah Bangun Drajat Warga. The questionnaire is a list of written questions that have been formulated beforehand where respondents would record their answers, usually in clearly defined alternatives. The questionnaire is considered as an efficient mechanism of data collection when the studies are descriptive

or explanatory. Questionnaires are generally designed to gather quantitative data (Sekaran & Bougie, 2017).

Through this technique of data collection, respondents read a list of written questions and write down their answers or choose from multi-choice answers that have been provided. The results of the questionnaires that have been collected will then be used as material to analyze quantitatively.

Besides using questionnaires, this study also uses an interview method to obtain information about the problems studied. The type of interview used in this study is the structured interview. Structured interviews are interviews conducted when the information needed is known from the beginning. The interviewer has a list of questions that are planned to be asked to the respondents, either in person, by phone, or computer. Interviews can help researchers complete a task that must be done, such as explaining the phenomenon, measuring it, identifying specific problems, creating theories about factors that influence the problem, and finding answers to the research questions. Table 2 shows the operational definition of variables used in this study.

Table 2. Operational Definition of Variables

No	Variables	Indicators
Independent Variables:		
1.	Human Capital (X1)	1. Education 2. Innovation, Proactive and Reactive 3. Work-related Competencies
2.	Structural Capital (X2)	1. Corporate Culture 2. Infrastructure 3. Information Systems
3.	Customer Capital (X3)	1. Brand 2. Consumer 3. Customer Loyalty
Dependent Variable:		
1.	Performance of Employee (Y)	1. Quantity 2. Quality 3. Punctuality 4. Attendance

Sources: International Federation of Accountants (1998) in The Chartered Institute of Management Accountants and Mathis (2011).

Results and Discussion

Multiple Linear Regression Analysis

The analysis in this study is using multiple linear analyses to determine the influence of human capital, structural capital, and customer capital on the performance of employees of PT BPR Syariah Bangun Drajat Warga. It can be seen in the results of multiple linear regression testing of data processed using the IBM SPSS Statistics 19 with the result shown in Table 3.

Table 3. The Results of Multiple Linear Regression Analysis

No.	Variables	Unstandardized Coefficient β
1.	(Constant)	8.471
2.	Human Capital	-0.234
3.	Structural Capital	0.218
4.	Customer Capital	0.969

Sources: Data from questionnaires that have been processed.

Table 3 shows the result of multiple linear regression. The description of the results are as follow:

1. Constant (α)
Constant value is 8.471. This means that if the human capital variable (X_1), structural capital (X_2) and customer capital (X_3) are considered constant, the level of employee performance (Y) will be 8.471.
2. Human Capital (X_1) on the Performance of Employees (Y)
Coefficient (X_1) $\beta_1 = -0.234$ and negative. This means for every increase of one unit of human capital, it will reduce the value the performance of employees by 0.234, assuming that the other independent variables have stagnant values. The coefficient is negative, it means that there is a negative relationship between human capital and the performance of employees. The higher the human capital of the company, the lower the performance of employees.
3. Structural Capital (X_2) on the Performance of Employees (Y)
The coefficient (X_2) $\beta_2 = 0.218$ and positive. This means for every increase of one unit of structural capital, it will raise the value of the performance of employees by 0.218, assuming that the other independent variables have stagnant values.
4. Customer Capital (X_3) on the Performance of Employees (Y)
Coefficient (X_3) $\beta_3 = 0.969$ and positive. This means for every increase of one unit of customer capital, it will raise the value of the performance of employees by 0.969, assuming that the other independent variables have stagnant values.

Simultaneous Testing (F-test)

F-test is used to test the regression coefficients simultaneously between independent and dependent variables (Ghozali, 2005). This research is using a probability of 5% ($\alpha = 0.05$), and the value of F table of 2.88 for a sample consisting of 37 people to determine the significance of the influence of independent variables together on the dependent variable. Simultaneous testing results can be seen from Table 4.

Table 4. Simultaneous Testing (F-test) Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	288.261	3	96.087	22.621	0.000 ^a
	Residual	140.171	33	4.248		
	Total	428.432	36			

Sources: Data from questionnaires that have been processed.

Table 4 shows that the value of F-statistic is 22.621 with a significance level of 0.000. The value of F table for this research is 2.88, so it can be concluded that the value of the F is greater than the F table. As the significance value is less than 0.05, it can be concluded that human capital, structural capital, and customer capital together significantly influence the performance of employees.

Partial Testing (t-test)

Human Capital on the Performance of Employees

Based on the partial testing results in Table 5, the significance probability value of the influence of human capital on the performance of employees is 0.091. This is not significance probability value because it is greater than 0.05. Further, the t-statistic is -1.743, which is less than the t table which has a value of 2.035. The conclusion obtained is that human capital does not significantly influence the performance of employees, so H_0 is failed to be rejected.

Structural Capital on the Performance of Employees

Based on the partial testing results in Table 5, the significance probability value of the influence of structural capital on the performance of employees is 0.131. This is not significance probability value because it is greater than 0.05. the t-statistic is 1.549, which is less than the t table which has a value of

2.035. The conclusion obtained is structural capital does not significantly influence the performance of employees, so H_0 is failed to be rejected.

Customer Capital on the Performance of Employee

Based on the partial testing results in Table 5, the significance probability value of the influence of customer capital on the performance of employees is 0.000. This is significance probability value because it is lower than 0.05. The t-statistic is 4.733, which is greater than the t table which has a value of 2.035. The conclusion obtained is customer capital significantly influences the performance of employees, so H_0 can be rejected.

Table 5. Partial Testing (t-test) Results

Model		Coefficients Unstandardized	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	8.471		1.648	0.109
	HUMAN	-0.234	-0.201	-1.743	0.091
	STRUCTURAL	0.218	0.233	1.549	0.131
	CUSTOMER	0.969	0.715	4.733	0.000

Sources: Data from questionnaires that have been processed.

Coefficient of Determination Testing (R^2)

Coefficient of determination is used to determine how much of the variability of the dependent variable can be explained by the variability of the independent variables. It can be concluded that the coefficient of determination (R^2) essentially measures how far the models can define the dependent variables.

The coefficient of determination is on a scale of zero to one. If the value is close to one, it means that the independent variables provide almost all the information that is needed to predict the dependent variable. The coefficient of determination used in this study is adjusted R^2 (Ghozali, 2005). Coefficient of determination testing results can be seen from Table 6.

Table 6. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.820 ^a	0.673	0.643	2.061

Sources: Data from questionnaires that have been processed.

Table 6 shows that the Adjusted R^2 is 0.643. This means that the intellectual capital is able to explain 64.3% of the variability of the performance of employees, while the rest, amounting to 35.7% is explained by other variables outside the model. Some other variables that may influence the performance of employees are leadership style, work environment, motivation, work discipline, and other variables.

Discussions

The Influence of Human Capital on the Performance of Employees

PT BPR Syariah Bangun Drajat Warga does not require applicants to have a specific educational background. Applicants with a wide variety of educational backgrounds have an equal opportunity to become employees of PT BPR Syariah Bangun Drajat Warga, therefore the employees who work at PT BPR Syariah Bangun Drajat Warga has a variety of backgrounds, and they can carry out their work properly. Although PT BPR Syariah Bangun Drajat Warga is an Islamic bank that has been operating for quite a long time, the percentage of employees who have Islamic educational backgrounds is less than 50%. It means the majority of employees work at PT BPR Syariah Bangun Drajat Warga do not have Islamic educational background.⁶

⁶ Interview with Ida Puspitasari (Head of Human Resources Department) on Octobert 29th, 2018.

In addition, the innovative spirit that is owned by the employees also has no influence on their performance. This was due to the difficulty of creating innovation in the company. Many conditions must be considered to develop innovation, such as DSN MUI, the Qur'an, and hadith, so that the innovation does not violate Islamic law. Regardless of that, employees still can work in accordance with the intended target for the company even though they have a low spirit of innovation.⁷

A study by Endri (2012) in [Helmiatin \(2016\)](#) supports the results of this research. It showed that when human capital was researched in 366 companies in the United Kingdom, it did not have much effect on the performance of employees. Based on the descriptions above, it can be concluded that the implementation of human capital by PT BPR Syariah Bangun Drajat Warga does not have a significant influence on the performance of employees.

The Influence of Structural Capital on the Performance of Employees

Structural capital does not have a significant effect on the performance of the employees because of the corporate culture of PT BPR Syariah Bangun Drajat Warga is not so conspicuous. Employees do not feel there is a corporate culture that is so serious and must be addressed. Employees have jobs and obligations, and they work well according to standards regardless of the corporate culture.

PT BPR Syariah Bangun Drajat Warga also has a good infrastructure, and it is fit for purpose. The employees do not complain about the availability of infrastructure. There has never been a major problem related to infrastructure, so employees also do their jobs properly.⁸

Information systems do not influence the performance of employees because employees do not need information systems. The employees meet directly in a meeting or forum held regularly every week so employees can exchange information directly without the need for information systems.⁹

Based on the descriptions above, it can be concluded that the implementation of structural capital by PT BPR Syariah Bangun Drajat Warga does not have a significant influence on the performance of employees.

The Influence of Customer Capital on the Performance of Employees

[Bontis \(2000\)](#) stated that recent work in the service profit chain had emphasized the casual relationship among employee satisfaction, customer satisfaction, customer loyalty, and financial performance. Further research shows that customer loyalty can be predicted by measuring employee loyalty. These studies provide further evidence of the importance that customer capital represents as a unit of an organization's overall intellectual capital.

PT BPR Syariah Bangun Drajat Warga is a labour-based company. The bank markets its products through its employees or marketers. Usually, the marketers visit customers at their homes when their monthly due is coming. This is one of the reasons why customer capital is very influential on the performance of employees. If the bank has a strong relationship with its customers, the performance of its employees will be better.

Based on the descriptions above, it can be concluded that the implementation of customer capital by PT BPR Syariah Bangun Drajat Warga is pretty good. This shows the brand, customer, and customer loyalty of PT BPR Syariah Bangun Drajat Warga has a significant positive influence on the performance of employees.

Conclusions

Based on the results of data analysis and discussions that have been carried out, it can be concluded:

1. There is no significant influence between human capital and the performance of employees at PT BPR Syariah Bangun Drajat Warga. The results of the data analysis show that the first hypothesis which states that there is a significant positive influence of human capital on the performance of employees is not proven true.

⁷ Interview with Umami Soerfiana (Operational Officer) on October 30th, 2018.

⁸ Interview with Umami Soerfiana (Operational Officer) on October 30th, 2018.

⁹ Interview with Ida Puspitasari (Head of Human Resources Department) on October 29th, 2018.

2. There is no significant influence between structural capital and the performance of employees at PT BPR Syariah Bangun Drajat Warga. The results of the data analysis show that the second hypothesis which states that there is a significant positive influence of structural capital on the performance of employees is not proven true.
3. There is a significant positive customer capital and the performance of PT BPR Syariah Bangun Drajat Warga. The results of the data analysis show that the third hypothesis which states that there is a positive influence of customer capital on the performance of employees has been proven to be true

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