

Improving Employees' Performance Through Social Capital

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Abstract: *The purpose of this research is to know the increase of work performance through human capital and social capital through satisfaction variable as mediation variable. It is very important to do because public service by state officials as a part of bureaucracy reformation becomes strategic issue because their performance quality level will determine whether their service to society is good or bad. This research takes object on : A Study on Family Planning Field Officers (PLKB) of Family Planning Division in Pemalang District. The number of samples taken is 82 people consisting of Family Planning officers, Town midwives, and staffs. Sample taking technique is with stratified random sampling.*

The result of this research is expected to give inputs to Family Planning Section in Pemalang District, in the form of performance increase through human capital and social capital in order that the control of population growth can be managed towards prosperous society.

Keywords - Human Capital, Social Capital, Work Satisfaction, Employee Performance

Date of Submission:18-08-2018

Date of acceptance: 03-09-2018

I. INTRODUCTION

Public sector organization plays various and crucial roles in providing various basic service to the society, such as water, electricity, health, law and order, transportation, and education. Therefore, the smoothness of public sector organization is important to facilitate society, their welfare and prosperity (Model et al.,2013).

Public service by state officers as a part of bureaucracy reformation becomes strategic issues because their level of performance quality will determine the quality of their service to the society. By the better quality of the public service, society's satisfaction and trust can be actualized (<http://kabar24.bisnis.com.read/20120304/79/66967>).

Nowadays, we live in the era of education, a new era which tends to have differences which point of view is different and it needs a new direction in business activities (van Buren, 1999). The speed to follow development is very important to the success of the company in the very fast-changing situation in the era of knowledge. The development and the practice of knowledge management keep increasing drastically in organizations, and because of the improvement of knowledge management, (Hofer-Alfeis, 2003). This is in accordance with Knowledge Based View (KBV), that KBV approach forms developing basic of human capital involvement.

Human capital is related to company's investment in human resource development (Ketut, Dewi, Negoro, & Rahmawati, 2017). Therefore, such investment brings out dilemma to the company, because human resources are dynamic (Chatterjee & Joydeep, 2017).

The attention on the human resources or human capital as one of the main productions for most companies is often put second compared to other production factors, i.e, capital, technology, and finance. One of the enhancement of human resource abilities is competence enhancement. According to the Decision of the Head of National Civil Service Agency No. 46 in 2003, it states that competence is an ability and consistency owned by a civil service officer in the form of knowledge, skill, and attitude which are needed in doing his duty professionally.

Considering its dynamic characteristics, the measurement of human resource capital is not easily done, since it keeps changing according to its situation and condition (Hidayat, 2013). In accordance to that matter, a research development about that topic with various situation and environment is needed.

Studies about human capital on employee performance with various dimentions and indicators have been done by some researchers (Yoyok, 2017). Furthermore, social capital occurs as a development of human capital. Social capital is believed to have potency to interpret it into work productivity, especially to those which relate to social relationship (Weaver and Habibov, 2012).

Leana and Pil (2006) emphasized that social capital can enhance performance either in the organization level (external social capital) or individual (internal social capital). Social capital also significantly influence performance dimension in public sector. Related to performance productivity (Tantardini et. al, 2017).

There are still inconsistencies on the findings in some of the research results, e.g. Helmiatin, et.al (2016) who mention that human capital in intellectual capital can not correlate to employee performance, nevertheless in another research, positive results have been found (Tahajjudi, et.al, 2017). The view difference underlies the importance of empirical study of human capital and social capital variable by their influence on employee performance in different scope.

Population can not be separated when talking about human capital and social capital. During a talkshow in TVRI, Habibi emphasized that population problems are not viewed from their quantities but they are viewed from their human qualities. Human qualities are greatly influenced by the growth rate of population. Indonesia reaches 1,49 percent or approximately 4 millions per year. The ideal is two millions per year, according to 2025 target (Kompas.com - 26/09/2016, 11:31 WIB).

Considering the remained high of growth, declining the growth rate is a proper way in order to keep the quality of human resource in Indonesia. Therefore, an effort to suppress population growth is necessary. Programs offered by the government such as family planning by using contraceptives and postponing the age of marriage must be supported by the society. The effort of implementing Family Planning program is by National Population and Family Planning Board (BKKBN).

This research is conducted in Pemalang district, considering that Pemalang still has low Human Development Index (IPM) when compared to other Districts around it, such as Districts of Kendal, Batang, Pekalongan, and Tegal (BPS, 2017).

IPM is suitable as measurement tool of development performance, especially human development which is done in an area in a certain time or specifically, IPM is a performance measurement tool of a government in an area.

According to the above problem, the proposed research problem is: How do human capital and social capital partially influence performance satisfaction and employee performance?

II. THEORETICAL FRAMEWORK

2.1. Human Capital

Knowledge based view/KBV is a new extension of resource based theory/RBT, and it gives a strong theory in supporting intellectual capital. KBV is originally from RBV and it shows that knowledge in various forms is resource concerns. Assumptions of the basic of knowledge based theory is from Resource based View (RBV). RBV approach forms the basic to build human capital involvement in organization routines.

Ployhart and Moliterno (2011) emphasized that human capital has been studied in both micro (individual) and macro (organizational) level. Macro level is generally studying the relationship of corporate level phenomenon and organization level from experience, education, and employee skill, whereas micro level is generally studying the relationship between the phenomenon of individual level and knowledge, skills, abilities, and other characteristics of employee individual (Ployhart & Moliterno, 2011; Wright & McMahan, 2011).

Moreover, individual behavior depends on routinized a priori, structure, and role in organization (Felin & Hesterly, 2007). Consequently, individuals tend to be homogeneous (Felin & Hesterly, 2007). On the other hand, in micro level, there is an assumption that organization is the result of individual action (Felin & Hesterly, 2007). Nevertheless, Ployhart, and Wright (2011) state that there is no clear separating line between macro and micro level. According to Ployhart and Moliterno (2011), the ideal method to be learned from human capital is the use of graded model which can fill the gap between macro and micro approach. In the following sub-section, human capital literature in the organization and individual level will be discussed.

2.2. Social Capital

Social capital can be a substitute or a complement of other resources. As its substitute, it sometimes balance financial and human capital in its significant condition. Social capital needs routine maintenance and must be reformed in order to have more power.

Social capital does not experience predicted pressure because of two reasons; (1) while social capital probably gains pressure because of molestation, it usually grows and thrives because it is exploited frequently; (2) social capital turns useless because there is contextual change, it happens because there is unpredictable occurrence since it is an undetectable conservative calculation principle. Social capital is collective and it does not belong to individuals who gain benefits from it.

Social capital is addressed as capital because social capital investment in its development is shown by measurement tool : the amount of actual and potential resources in it, is available in it through relationship and network owned by individuals. In other words, social capital can be defined as society ability to cooperate, in

order to become common goals, in various groups and organizations (Coleman, 1999). Or comprehensively (Burt, 1992) defines that social capital is society ability to associate, to be related to one another and furthermore becomes an important power in economy and other social existence aspects.

According to (Burt, 1992) association ability in society depends on society condition to reach meeting point of norms and values in common life. This common agreement will eventually stand on individual interests and in the end, the interest of the society community will be the reference.

2.3. Work Satisfaction

Rastogi et al (2011), states that human resource perspective and concept are from reality that there is no substitution for knowledge and learning, creativity and innovation, competence and ability, they need ongoing work and agenda in the context of organization environment.

Relationship between the conformity of organization and the success of performance is reflected by intrinsic and extrinsic satisfaction and success or is significantly influenced by individual conformity level in the organization.

Organization for Economy and Development Cooperation (OECD) 2001 (in Ongkorahardjo et al (2008) states that individual attributes which can be self used both socially and economically, refer to human resources as knowledge, skill, and competence.

Life satisfaction occurs when all one's life necessities and what they desire are fulfilled, which are related to life satisfaction level, e.g., the influence of social satisfaction, performance, and financial which are obtained according to their sacrifice (Robbins, 2013).

2.4. Employee Performance

The real base in an organization is performance. If there is no performance, all parts of organization can not be achieved. Performance is made as evaluation material by leader or manager. In "Kamus Besar Bahasa Indonesia" (The Great Dictionary of Indonesian Language) which is quoted and translated by Handari Nawawi (2003), it states that: performance is (a) something that is achieved, (b) achievement that is shown, (c) work performance. Performance can be stated as high if a work target can be completed in the right time or it does not exceed the allotted time. Performance becomes low if it is completed exceeding the allotted time or it is not completed at all.

According to Simamora (2004), employee performance is the level where the employees reach work requirements. According to Melayu S.P. Hasibuan (2006), he explains that "Performance is a work result that one achieved in doing his works entrusted to him which are based on skill, experience, seriousness, and time". Whereas according to Suyadi Prawirosentono (2008) "Performance is : work result which can be achieved by someone or a group of people in an organization, according to each authority and responsibility in order to legally reach the purpose of the involved organization, not to break the law and in accordance with moral or ethics.

III. HYPOTHESIS DEVELOPMENT

3.1. The influence of human capital on work satisfaction

According to Armstrong (2007), (a) ability consists of employee potential ability (IQ), knowledge, and skill; (b) motivation factor is formed from one's attitude in facing work situation. Motivation is a situation which encourages someone to motivate himself to do purposeful activity. The activity to achieve organizational purpose; these are two factors which influence achievement.

Work satisfaction has become main issue in organizational research for some decades. Many studies researched the former possibility of work satisfaction. This article also discusses preliminary condition of work satisfaction. At the same time, for several people, it tries to develop new empirical and theoretical view given by the theory of social capital and personal networking analysis. Besides employee's socio-demography background characteristic, such as age, gender and education, some other conditions get high attention, including work characteristics such as salary, stress factor, and the role of conception; organization problems; and employee's needs as well as psychological traits.

There are also many studies about the possibility of work satisfaction effect on employee's individual and organization work. The effects are, for example, physical health, psychological health, performance, absence, turnover, and productivity. Regarding individual characteristics as a requirement of work satisfaction, it seems that there is no big difference in work satisfaction between male and female, eventhough females are generally paid less to do similar work. When work characteristics are counted, education does not influence work satisfaction.

3.2. Effect of human capital on employee performance.

The relationship between human capital and employee performance is a total value of human resources in an organization. It involves all staffs in an organization and their ability to complete their works until they succeed (Wang and Barney, 2006). Human capital is inside human employee, employee contribution is important in determining organization's success. Even human capital makes workers as unique resources for an organization. The uniqueness has made human capital as organization's source of efficiency and effectivity, and is also considered as organization's strategic resources (Carmeli & Tishler, 2004). Strategic resources can produce competitive excellence for organization which then can be used to compete in the industry. Companies will produce different performance if managed by different people, therefore, different human resources in managing the same company's asset will also result in different plus value. It can be concluded that tangible asset owned by the company is passive without human resources which can manage and create value for a company.

3.3. Effect of social capital on employee performance.

Generally, social capital (SC) is an asset in social relationship. In organization context, this relationship functions as a resource which reflects orientation level of member collective purpose and mutual trust, which create value by facilitating successful collective action. This relationship may be normal (it is usually documented by work description and organization structure) or informal (people know each other and help each other regardless their rank, function, or position).

Researchers who study about SC emphasize that relationship networking is a valuable source for the implementation of social matter (Nahapiet and Ghoshal, 2011) and it is more than less. In other words, the more the number of relationship and the higher participant's credibility and competence, the more value they will give. We describe the definition of social capital by stating its information divided among employees which is different from that divided between employees and customers, but both have different value for the company. Employees can share specific knowledge of a particular company to each other, which can promote product innovation and process, just like information about their specific need that are unknown by their competitors, or they probably give information about competitors from their experience in studying and determining some services and products. Companies will not be able to keep the flow of resources and information needed in an easily changing environment, it shows that external information given by the clients have unique value for the company.

3.4. Effect of work satisfaction on work performance.

One of the ways which can be done to acquire and keep customer satisfaction is by keeping as well as improving employee performance. Keeping as well as improving employee performance in order to remain well are very difficult works to do by service companies. It is because they sell service to the customers. If customers do not feel satisfied, it means that employee performance degrades. Employee performance is needed to keep their service to their customers high according to the expectation of the company.

The better the employee performance, the more satisfied the customers will be. Customers will state that they are satisfied if companies represented by their employees can give service performance according to their ex. This will make customers repurchase on service offered by the company. So, customer satisfaction will be built if employees have high performance to fulfill customers' needs. Employee performance is a factor that can influence service quality on the customers until they can feel satisfied. Nevertheless, not all employees can give the best service to the customers of the company. If an employee does not feel satisfied with his given work or with environment condition of the company, the particular employee will definitely not be able to give service and to increase customer satisfaction.

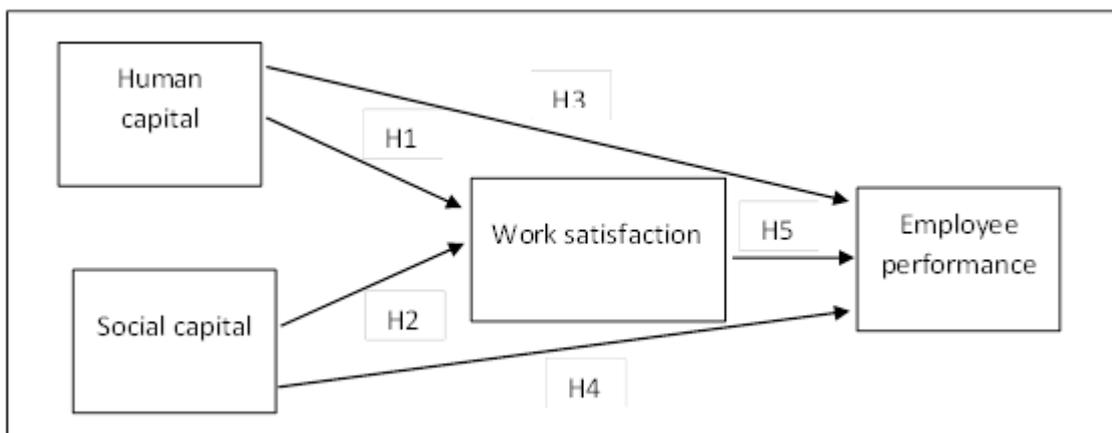


Table 3.1. Operational Definition and Research Variable Indicator

No	Variable	Operational Definition	Indicator
1.	Human Capital (X1)	Human capital is understood as referring to investment in education, training, skill, health, and other values which can not be separated from individuals.	1.Knowledge 2.Ability 3.Attitude and behavior (Rastogi, 2011)
2.	Social Capital (X2)	A series of values or norms implemented in behavior which can enhance ability and capability to cooperate and coordinate to produce big contribution towards sustainability of productivity	1.Attendance in a work group meeting 2.Society social activity 3.Trust 4.Cooperation in groups (Putnam, 2000)
3.	Work Satisfaction (Mediation)	Satisfaction on all parts and works	1.Satisfaction on salary 2.Satisfaction on colleagues 3.Satisfaction on work environment condition 4.Satisfaction on work facility 5.Satisfaction on opportunity for career promotion (Robbins, 2013)
4.	Employee Performance (Y)	Work result which can be achieved by someone or a group of people in an organization, according to each authority and responsibility in order to legally achieve the purpose of the related organization, not break the law and according to either moral or ethics.	1.Understanding of main tasks and function 2.Work speed 3.Work accuracy 4.Cooperation (Suyadi Prawirosentono, 2008) (Sedarmayanti, 2001)

IV. RESEARCH METHOD

This research is included in explanatory research type, which explains causal relationship among variables. The population of this research is employees of PLKB in Pematang district. It is according to the data of PLKB office of 118 people, which sample is determined by Slovin formula as many as 82 people which details are 22 people of Family Planning midwives in Public Health Center (Puskesmas), 7 people of structural and executive officials of family planning division. Sampling technique uses stratified random sampling.

Hypothesis testing uses quantitative method through inferential statistics test with multiple regression. However, instrument test through validation test and data reliability is done previously and classical assumption test which consists of tests of normality, linearity, heteroscedasticity and multicollinearity are also done.

V. HASIL PENELITIAN

5.1. Validity and Reliability Test

An instrument is stated as valid if it can measure what it has to measure (Sugiyono, 2011). Validity test is intended to know if instrument used in the research completely represents all aspect considered as conceptual framework used in this research. Pearson product moment correlation will be used in validity test. If the instrument calculation r value is bigger than 0,05, it will be stated as valid.

variable	correlation	significant	conclusion
Human Capital (X1)		Corrected Item - Total Correlation >0,00	
1.Knowledge	0,558		Valid
2.Ability	0,648		Valid
3.Attitude and behavior	0,527		Valid
Social Capital (X2)			
1.Presence of work group	0,642		Valid
2.Society social	0,647		Valid
3.Trust	0,699		Valid
4.Group cooperation	0,570		Valid
Work satisfaction (Mediation)			
1.Satisfaction of salary	0,670		Valid
2. Colleagues	0,726		Valid
3.Work environment	0,606		Valid
4.work facility	0,561		Valid
5.Promotion and career	0,454		Valid
Employee performance (Y)			
1.Understanding of main tasks and function	0,255		Valid

2.Work speed	0,214	Valid
3.Work accuracy	0,396	Valid
4.Cooperation	0,74	Valid

5.2. Classical assumption test

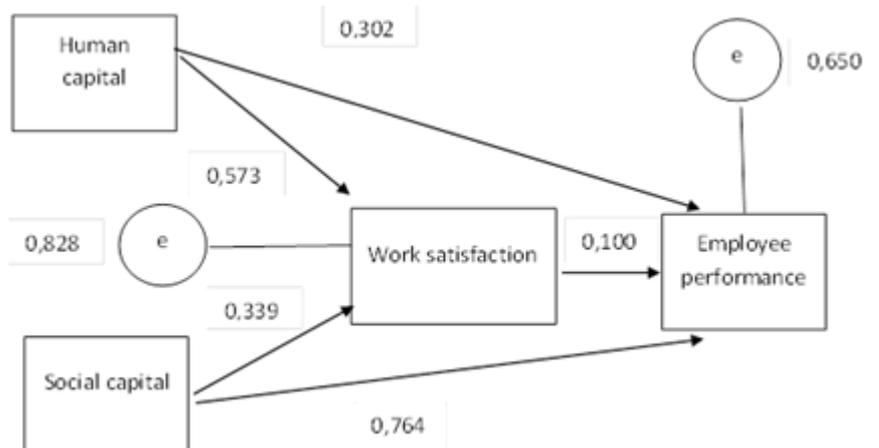
Data normality test which meets normality standard, Multicolinearity and heteroscedasticity test are stated as meeting the requirements for model test.

VI. DISCUSSION

Descriptive discussion; employees of PLKB in Pematang district according to male gender of 42 and female of 40 people shows balanced number because it is needed since the target of contraception user (acceptor) is not only female but also male can be acceptors. Psychology approach can be done if they have agreement in deciding to be acceptors. Nevertheless, the counseling is in location that is sometimes difficult to reach. According to age where the biggest number is 45 years old, it describes that the employees of PLKB are in very productive age. Description of education in PLKB where the biggest is bachelor degree is 27 counseling officers, it needs resources who have skill and good education.

Mediation effect test is used to prove that trust becomes mediation variable between human capital and social capital on employee performance.

Path analysis of Human Capital and Social Capital on Employee Performance with Work Satisfaction as mediation



The result of mediation effect test shows that the influence of human capital on employee performance through work satisfaction is bigger than that of human capital on employee performance, thus it accepts hypothesis which states that human capital influences employee performance mediated by satisfaction.

The result of mediation shows that the influence of social capital on employee performance is bigger than that of social capital on employee performance through satisfaction. Thus it accepts hypothesis which states that social capital influences employee performance mediated by satisfaction. Sobel test between human capital and employee performance through work satisfaction and social capital on employee performance through work satisfaction which error rate is 5% gaining following result:

Sobel test of Human capital on employee performance with work satisfaction as mediation



The gained result is 2,5213, which means $2,5213 > 1.98$, thus stated as significant.

Sobel test of Social Capital on Employee Performance with Work Satisfaction as Mediation



The gained result is 2,371, which means $2,371 > 1.98$, thus stated as significant.

VII. CONCLUSION

Hypothesis test proves that human capital has significant influence on work satisfaction. Therefore it can be concluded that there is an increase in the quality of human capital, thus it will increase the satisfaction of PLKB employee in Pematang district.

Hypothesis test proves that social capital has significant influence on work satisfaction. Therefore it can be concluded that the existence of good social capital in the employees will increase the satisfaction of PLKB employee in Pematang district.

Hypothesis test proves that satisfaction has significant influence on employee performance. Therefore it can be concluded that the existence of the increase of employee satisfaction will make performance of PLKB employees of Pematang district increase.

Hypothesis test proves that human capital has significant influence on employee performance with satisfaction as mediation. Therefore, it can be concluded that satisfaction can be used as mediation variable, thus the existence of the increase of human capital will influence employee satisfaction and fulfilled employee satisfaction will influence employee performance, employee satisfaction on the work, thus it will increase employee performance.

Hypothesis test proves that social capital has significant influence on employee performance through satisfaction as mediation. It is concluded that employee satisfaction can become mediation variable, thus the existence of employee satisfaction will influence the increase of performance of PLKB employee of Pematang district.

RECOMMENDATION

After gaining research result regarding the influence of human capital and social capital on employee performance with satisfaction as mediation variable (a study on PLKB of Pematang district), the following suggestions can be presented:

Human capital factor shows that there are employees who give disagree and very disagree statement about knowledge; product understanding. By this condition, it is suggested that development and the improvement of human capital of PLKB field officers is more focused on direct practical trainings in the form of problem solving.

Social capital factor shows that there are employees who give disagree and very disagree statement about "I am always present at every work group meeting". The physical presence of every PLB officials is possible to not always be able to be attended, this is related to the time where sometimes can not be managed because of official task outside the city or it has the same schedule with other agenda.

Satisfaction factor shows that there are employees who give disagree and very disagree statement on; work facility provided by the institution supports working activity. Sufficient facilities are, transportation facility, communication facility, fast and easy incentive awarding, so that PLKB employees have become more enthusiastic in doing their works.

Maintaining and keeping performance of PLKB employees well, because by influencing supporting management such as good human and social capital will enhance employee satisfaction which will then enhance

employee performance. It is because human resources are very valuable asset for the development of institution.

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Bayu Pudawawan "Improving Employees' Performance Through Social Capital "IOSR Journal of Business and Management (IOSR-JBM) 20.8 (2018): 65-72.