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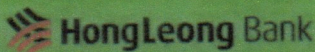


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Collaborative HRM and Knowledge Management of Sharia Business Unit in Indonesia

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Abstract

Study in the collaborative Human Resource Management (HRM) and Knowledge Management has been emerged continuously, by involving crucial variables, such as human resource satisfaction, environment, selection, compensation, performance assessment, knowledge management, and training as well as motivation. However, the existing study mostly did not address the sharia business entity which has been booming in the current Indonesian economy today. Besides, the existing study in the sharia business HRM did not involve comprehensive approach. That's why, the research attempts to investigate and analyze the profile of knowledge management and human resource management of Sharia Business Units (Unit Usaha Syariah/UUS) in Indonesia which is important as references for central banks of Indonesia to develop policy planning related to knowledge management based on HR practices. This research employed survey data on seven Sharia business units in Central Java. The findings reveal that, internally, selection of candidates is the best management practice, compared to other practices examined in this study, but, it is still less optimal to support knowledge management process among the Sharia business units. In addition, knowledge sharing is relatively low compared to the practice of knowledge accumulation and utilization. The study recommends to conduct further studies by testing to what extent the collaborative human resource management practices to motivate employees for supporting knowledge management process.

Keywords: Human resource management practices, knowledge management, collaboration.

INTRODUCTION

The increasing numbers and assets of Islamic (Sharia) Banking demonstrate its ability to compete with conventional banks. Unfortunately, these developments have not been balanced with the readiness of adequate human resources. Even more, the Director of the Directorate of

Sharia Banking of Bank Indonesia recognizes that, in general, Sharia banking is facing problems related to its human resources. Dealing with the fact that Sharia banks face reputational risk, the attention to human resource development in a planned and sustainable way should therefore be improved. The problem is the existing studies, so far, have focused more on product development and marketing, legal and regulatory framework and implementation of Sharia principles, whereas all of these aspects put employees as the executors who ultimately determine the organizational performance.

As recognized by a number of Sharia banks, that the number of employees who understand about Sharia banking is still very limited. Neither are the competencies held in accordance with the requirements, so they result in impacts on work quality and operating efficiency of the bank concerned (Wikaningrum, 2011). Previous survey at Asbisindo Central Java Branch also indicated similar facts. That becomes a common thing when Sharia banks still put a lot of conventional banking employees without a better understanding of the principles of Sharia banking operations properly.

The lack of HR competencies is indeed coming from the limited supply of labor markets. Therefore, when the HRs joining the company turns out to be less competent, it is the concerned company's responsibility to develop effective management practices, so that employees are able to improve their knowledge and expertise. However, this human capital is at individual level, and inadequate for organizational learning. In order that learning occurs at organizational level, individuals must exchange and share knowledge, skills, and their experiences with other members of the organization. Here, the role of social networks and patterns of interactions occur in the work process. In Sharia Business Unit (UUS) setting, a relational working system is important to be applied that affect employees' support towards the knowledge acquisition, application and knowledge sharing, and perceptions regarding the ownership of their knowledge. The attention is on how this phenomenon on the four dimensions will determine the process of knowledge management in Sharia banks. Moreover, on the UUS characters which are still under conventional banks, and heterogeneous employees' competence, with the HRM practice treatment which are not much different from the conventional banks. This should increase the company's interests to undertake knowledge management.

Internally, besides varied innate competencies owned by employees and limited training opportunities, the intentions of potential employees to move into Public Sharia Banks (BUS) are

also met. This is in line with the statement of Deputy Governor of Bank Indonesia, Halim Alamsyah at the national meeting of the Association of Indonesian Sharia banks. The limit of competent human resources causes the rotation of employees who have expertise in the field of Sharia finance. That is the importance of knowledge codification and individuals' experience stored in the system, database, and user companies, so that the company can maintain its knowledge despite the potential employee leaving the company.

LITERATURE REVIEW

Practices of Collaborative Human Resource Management (HRM)

In analyzing HRM practices, this study used a collaborative approach in which one practice and another are interrelated to support activities of organizational knowledge management. As Razouk's statement (2011), that the combination of human resources has greater impact on productivity than that of a bunch of some individual practices' effects.

Companies can implement appropriate human resource management which can contribute to the success of the organization. Similarly, a number of HRM experts believe that high-performance work system is a key factor to better company's performance (Becker & Huselid, 2006; Combs, Liu, Hall & Ketchen, 2006; Macky & Boxall, 2007; Gardner & Wright, 2009). Related to high-performance work systems, Osterman (2006) asserts that it is a set of HRM practices structured to increase employees' engagement, commitment and competence in achieving company's goals. Although some studies have quite clearly supported positive relationships between high-performance work systems and performance, but there are still rarely studies on medium scale company settings as examined in this study.

A number of studies relating knowledge management to HRM practices made use of different functions of human resource management. Cabrera and Cabrera (2005) stated that company can create conducive environment to the creation or knowledge sharing, through HRM practices such as teamwork, promotion, dissemination programs, performance assessments, and compensation. Meanwhile, Chen and Huang (2009) on the same topic also analyzed the strategic HRM practices which include training, compensation, performance evaluation, selection, and employees' participation. Whereas, Alvaro Lopez-Cabrales, Ana Pérez-Luno, and Ramón Valle Cabrera (2009) used collaborative HR management practices consisting of job rotation, cross-functional team, selection, training, teamwork-oriented assessment, and group-based

incentives. Unlike, Sánchez, AA, GS Marín, and AM Morales (2015), also Chen and Huang (2009), who raised the HRM practice variables including staffing, training, participation, performance assessment and compensation.

Knowledge Management

There are many definitions of knowledge management presented by experts. Among which is the process of supporting and articulating employees' expertise and skills equipped with information technology (Chong, Holden, Wilhelmij & Schmidt, 2000). Furthermore, Bhatt (2001) defines knowledge management as the process of creation, validation, presentation, distribution, and application of knowledge. Meanwhile, Yahya and Goh (2002) define it as the process of increasing knowledge as a way of achieving innovation in processes and products / services, effective decision making, and organizational adaptation to market.

Knowledge management in organizations is not an easy thing. Knowledge is an important asset managed, embedded in the head, attached to the individual owner. To belong to an organization, it shall be transferred, codified, documented, and implemented in the implementation of daily work. All of those things need supports of technology, learning systems, network interaction, policy, employees' and managers' supports, as well as supporting cultures.

Knowledge management is important in banking industries particularly in Sharia banks, which is based on several reasons. First, human capital in Sharia banks varies, not all of which have proper educational background to support the operation of Sharia banking. Secondly, tacit knowledge which is difficult to codify is more effectively transferred through interpersonal interaction among members of the organization. Third, Sharia banks are still in the stage of educating people, so that the transfer and creation of knowledge will not only be internally but also in external stakeholders. Finally, the turnover of Sharia bank employees', especially at managerial level, increases the company's interest not to rely on a key person who can at times leave the company.

There are two types of knowledge, namely tacit knowledge and explicit knowledge. The former is stored in the human's mind, while the latter is in documents or other storage forms outside the human's brain. Therefore, explicit knowledge is stored in facilities, products, processes, services, and systems. Both types of knowledge can be produced from the process of innovation, interaction or relationship which exists between members of the organization internally and externally with its stakeholders. Tacit knowledge is personal, stored in the

humans' head, accumulated through studying and experiencing, developed through a process of interaction with others, both success and failure experiences. Therefore, this kind of knowledge is difficult to be formalized, recorded, communicated or articulated. As long as the tacit knowledge is very individual, the level of convenience to share with others will then depend on how a number of abilities and willingness of the owners to share with others. That is why although this kind of knowledge means a thing, but sharing tacit knowledge remains a major challenge for most organizations. In contrast, explicit knowledge is easily to codify, stored in a database, website, and other formal documents. More likely also to be shared in the form of reports, memos, business plans, patents, customer lists, methodologies, and so forth. Explicit knowledge is not entirely separate from tacit knowledge, both complete each other. Without tacit, explicit knowledge is difficult to understand. Individual knowledge can be organizational knowledge through a dynamic interaction between tacit and explicit knowledge.

The essence of knowledge management is knowledge sharing. The willingness of individuals to share knowledge is influenced by many factors. Besides cultural and social factors, human factors, such as personality, influence employees' desire to participate in the process of knowledge management. That's why, it is important for a company to make sure from the very first start through the employee selection practices related to the personality of a prospective employee, the extent to which personality traits associated with a positive attitude in sharing knowledge. Numerous studies have tried to identify right personality traits. A study done by Cabrera and Cabrera (2005) found that "openness to change" is correlated with the attitude of knowledge sharing. In contrast to their findings, Mooradian, Renzl, and Matzler (2006) stated that the dimension of "agreeableness" is a more decisive stance.

RESEARCH METHODS

Population and Sample

The populations of this study were all Sharia banks classified as the Sharia Business Units (UUS) in Semarang city, Indonesia. Taking into account the duration of operation and willingness of UUS to participate in this study, the total samples were seven banks. The respondents were 61 employees and 7 informants from the bank management being investigated.

Research variables

1. HRM Practices

HRM (Human Resource Management) practices identified in the study included selection, training, compensation, and performance assessment. The four practices were allegedly playing the greatest role in supporting knowledge management activities in an organization.

2. Knowledge Management

Knowledge Management in this study was defined as the process of knowledge acquisition, knowledge use and knowledge sharing perceived by employees. The use of these three dimensions referred to Chen and Huang's (2009) and Afacan Fındıklı, M., U. Yozgat, and Rofcanin (2015) studies.

Data Types and Sources

The primary data were obtained directly from the employees and management respondents. The employee respondents provided data in the form of feedback regarding variables of human resource management practices and knowledge management occurred in their respective companies. Meanwhile, the leaders of branch offices provided information on policies related to these two variables. The secondary data were obtained from the General Section, in the form of a company profile, organizational structures, number and employees' work status.

Instrument Testing

The validity test used Confirmatory Factor Analysis (CFA). All question items used in this study were valid, because their loading factor was greater than 0.4, indicating that the finding showed the degree of correspondence between the variable factors. Thus, the question items could be used for the next analysis. Whereas, all 28 items regarding the ability to develop relationships between the external stakeholders as an indicator of performance assessment were invalid, so that they were excluded from this study.

The reliability test used Cronbach's Alpha. In this study, the instrument used was categorized reliable, because it had an alpha value of more than 0.6. More is outlined in Table 1

Table 1. Summary of Reliability Test

variable name	Cronbach's Alpha
Selection	0.634
Training	.750
Compensation	0,746
Performance assessment	.783
Knowledge acquisition	0.623
Knowledge application	0.875
Knowledge sharing	.716

FINDINGS AND DISCUSSION

1. The Practices of Human Resource Management (HRM Practices)

Table 2. The Description of Variable Statistics of Human Resource Management Practices

Item	%					mean
	1	2	3	4	5	
Selection	0	0	14.8	85.2	0	4.12
Training	0	0	25	75	0	4.03
Compensation	0	1.6	21.3	77.1	0	3.98
Performance assessment	0	1.6	19.7	78.7	0	3.99

HRM practices variables were measured by 27 question items. Selection Practice was measured using 6 question items, training was 9 items, 5 items were for compensation, and performance assessment was measured by 7 items.

Selection

Selection practices were measured using 6 question items. An item on clarity of work definition during selection, the ability to build relationships both internally and externally as selection criteria, internal recruitment priorities, accurate and fair selection process, and knowledge test on operational principles of Sharia banking and products, were responded positively by most respondents. This was supported by the value mean, more than 4. But among many items, internal recruitment for strategic positions chance got the lowest response compared to other items. Meanwhile, the ability to build relationships was believed by employees to be one of the criteria for selecting candidates. This was indicated by the positive response to the majority of respondents to the statement item.

One of the successful companies is influenced by the success of recruiting the best people. Practically, it is not easy. First, because the availability of human resources in the labor market which control the operation of Sharia banks is still limited. Second, Sharia banks implement Islamic values which should be supported by human resources. Therefore, recruitment of prospective employees is also oriented to person-organization fit. The recruitment process was used to recruit employees whose values are in accordance with organizational cultures of Sharia Business Units (UUS). This is an important factor for the success of UUS, because of the similarity of values and norms will strengthen the sense of identity and sense of belonging to the company's employees. Furthermore, it should be a good basis for the development of trust-based relationship between employees and the company and its stakeholders. According to Chen et al. (2011), there is a positive relationship between fit-based recruitment and attitude to knowledge sharing. Therefore, the paradigm of person-organization fit is applied as a support of person-job fit in the process of candidate selection. If it was associated with the respondents' negative responses related to internal recruitment of strategic position opportunities, it became contradictory. Indeed, Sharia bank which is still classified as a business unit relied on external recruitment better than the conventional bank or other banks did. Meanwhile, the latter was more oriented to person-job-fit compared to person-organization-fit which was more optimal achieved through a process of value internalization in a long term. If related to employee career management, it showed that employee development in Sharia business units had not been adequate to meet the needs of employees at managerial level.

Training

Training practices were measured using 9 question items. Items dealing with training evaluation, material compatibility, trainees, job demands, and training to build teamwork received a positive response by the majority of respondents. These were supported by the mean value of more than 4. However, analysis of training needs, time allocation and implementation frequency, and training to improve relational skills with external parties, were insufficient. It appeared from the existence of more than 20% of respondents who responded less agreed with the practice.

Formal training which was done by UUS should have been oriented to encourage employees to conduct themselves in a sustainable development, strengthen cultural learning and knowledge development. Therefore, training practice did not only focus on skill-based training, but also aimed at improving interpersonal skills and team works. By this focusing method, it would encourage training employees to develop good interpersonal relationships, strengthen the culture of sharing, trust, and ultimately encourage employees to share their knowledge with one another in their routine works. Linked with the respondents associated with the training practice and selection practice as described earlier, then the conclusion can be drawn that relational skills with stakeholders encouraged UUS to conduct external recruitment to meet strategic positions. The training orientation running so far has not fully supported the strengthening of these skills to employees in general. This was corroborated by the statement of management party, in which creating a good relationship with individuals and institutions outside company was the responsibility of employees at the management level. UUS forgot that Sharia banks are not same as conventional banks, Sharia banks have a responsibility to educate society. Therefore, the relational capabilities should further be optimized for all employees, especially those who interact directly with customers and the public society.

Compensation

Compensation practices were measured using 5 question items. Most respondents acknowledged that the increase in salary was based on the achievement of specified performance with a fair amount of that. However, three other items were still valued less by some respondents, as indicated by the average value of less than 4. The three items related to reward / appreciation on employees' new ideas and compensation packages were less attractive to potential employees to join and stay in the company. Even more than 20% of respondents stated

that the type and amount of compensation were less competitive than that of similar jobs in other banks. This indicated that the compensation practices at UUS met internal justice, but did not reach external equity for its employees. Then management's support for employees to increase social capital in conjunction with external parties was also not supported by the policy on compensation practices.

The compensation system should reflect knowledge management strategy applied by the company. If the company applied Codification strategy, the compensation system should reward employees' efforts to codify their knowledge. If the company used personalization system, the compensation system should recognize the employees' efforts who shared tacit knowledge with other employees. Associated with the respondents' feedback, the policy on compensation practices in Sharia business units did not support both codification and personalization strategies. It appeared from the employees' negative responses about the company's reward to new ideas and a lack of ability to retain their employees' compensation and potential and to improve external social capital. In line with the management's statement, the motives of employees to move from conventional banks to Sharia business units were away from consideration of compensation. However, they focused on "migrated" to the company whose work principles and products were considered more in accordance with Islamic values. On one hand, this was good for improving aspects of person-organization fit, but instead of the company's competitiveness because of the fact that the opportunities and intentions of UUS employees to move to other Sharia banks.

Performance assessment

Performance assessment practices were measured using 7 statement items. Most respondents agreed that performance assessment done by the company was accurate and not just for the sake of administrative, and already considering abilities to build internal relationships as an indicator of performance assessment. This was indicated by the average value of more than 4. However, the feedback of performance assessment was judged for not being implemented properly, and teamwork ability was not a factor taken into account in the assessment.

Feedback should also be provided by the employer directly to the employee personally in order to build up continuous improvement, which has become one of the evaluation purposes. The employee could provide the argument about his/her lack of good performance, and

the employer could immediately give feedback and suggestion for better improvement. It could also be a means of counseling, where every employee's mistake / shortage could be promptly corrected. Even if in the end, punishment should be given, at least employees are treated fairly because of given prior coaching. Such practices also played a role in building interpersonal trust between employees and management, which became the main capital in encouraging employees to contribute to the process of knowledge management. As Hislop's (2013) statement which asserted that the human resources management practices which improved socio-cultural factors, it would be able to increase the willingness of individuals to participate in knowledge management activities. The socio-cultural factors mentioned, among which was interpersonal trust.

2. Knowledge Management

Table 3. Description of Knowledge Management Variable Statistics

Item	%					Min	Max	mean
	1	2	3	4	5			
Employees gain new knowledge from external sources	0	0	11.5	82	6.6	3	5	3.95
Employees gain new knowledge interaction with partners	0	0	9.8	83.6	6.6	3	5	3.97
Employees gain new knowledge from colleagues	0	0	0	96.7	3.3	4	5	4.03
In carrying out the work, employees rely on the experience and skills	4.9	3.3	1.6	62.3	27.9	1	5	4.05
In carrying out the work, employees rely on knowledge	4.9	3.3	8.2	77	6.6	1	5	3.77
In carrying out the work, employees rely on written sources	4.9	8.2	39.3	41	6.6	1	5	3.36
Employees share knowledge in an informal meeting	0	1.6	13.1	68.9	16.4	2	5	4.00

Employees share knowledge through formal meetings	0	1.6	14.8	75.4	8.2	2	5	3.90
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As shown in Table 3, that the variables of knowledge management were measured using 8 question items to determine the respondents' responses regarding the acquisition of employees' knowledge, utilization or use of knowledge which has been acquired / owned, and the practice of knowledge sharing among employees of Sharia business units who were the respondents in this study. Overall, the knowledge management run by UUS was not rated good yet. This was indicated by average ratings in most of the question items were less than 4.00, and got a negative response / disagreement on a five statement items.

The acquisition of knowledge was measured using 3 question items. Most respondents rated that the employees gained new knowledge from external sources and interaction with partners. The external source, for example through seminars, conferences, education and training held externally regarding Sharia banking institutions. The interaction with partners included both individual and institutional clients and financial institutions, both banks and non-banks. Moreover, new internal knowledge which the employees got, especially from peers, got a better response from the respondents. This was an evident in the distribution of respondents who positively assessed the acquisition of knowledge was gained from internal sources. The new knowledge obtained from an external source gained by the employees was from external agencies such as the Risk Management Certification Agency (BSMR). The experiences of communication and customer services also provided an opportunity for employees to get information and feedback which could improve ways to run the job.

Knowledge utilization was measured using 3 question items. Among of which, positive assessment was especially given to the utilization of experience and skills in supporting the implementation of the work. It was indicated by the average answer of more than 4.00. Nonetheless, the response could not be ignored that some employees considered that their work experience and skills were still insufficient yet to support the implementation of the work. This was because their background was from conventional banks, so that the experience and skills they already had were not enough to support the working demands in Sharia banks. The findings also showed the lack of employees' adequate knowledge of Sharia economy and fikih muamalah (social jurisprudence). That is why the knowledge they had was less supportive to work

implementation. As for the use of written sources in the company, it included in the form of Standard Operating Procedure (SOP), decision-making guide, and formal instructions from their boss directly, which still adopted the conventional banks. Moreover, Bank Indonesia also admitted for not having a standard manual book for Sharia banks.

Knowledge sharing was measured using 2 question items. Both were considered quite good by the respondents, where the majority of respondents stated that their knowledge sharing activities among member organizations, both through formal and informal meetings. Knowledge sharing between employees and with the direct supervisor was more effective through formal procedures such as work meetings, regular briefings, and reports of work implementation, either in face to face or teleconference meetings. Informal meetings which allowed knowledge sharing among employees, such as outbound and gathering were included. The ability to distribute and share knowledge was crucial in the use of knowledge resources which were considered important to the company. This process occurred from individual to individual, or between units within the organization. The distribution of knowledge led to the knowledge sharing acquired by one person or one unit to another person or unit in Sharia banks.

The distribution of knowledge itself covered information dissemination and knowledge reception. The dissemination of information related to a person's desire to share information, while knowledge reception led to individual requests to share what they knew. Of the two aspects, it can be concluded that mutual trust among individuals in the workplace was needed to support the knowledge sharing.

Based on the previous description, it can be concluded that in this study, the activities of knowledge acquisition were quite good enough. Employees gained new knowledge from the result of both internal and external party's interaction. To understand it well, it took ability to interpret the knowledge already acquired. The result of knowledge interpretation was influenced by various factors, such as background knowledge, methods used to communicate the knowledge, and beliefs owned by individual employees. It appeared that the employees in the Sharia business units did not have sufficient skills to interpret the information they got. Without a good understanding, the ability to implement it also became weak. No wonder if the employees considered skills, experience and knowledge they had less supported the work implementation. It was not their knowledge which was limited, instead of the implementation of knowledge. Then, the knowledge sharing activities at Sharia business units were limited to the internal relationships

among employees whose distribution of knowledge was one way. It was a part of the daily routines to support the work implementation, for example, in work meetings and regular briefings with supervisors directly. So, the exchange was about objective knowledge, instead of experiential knowledge. Even more, it was not 2-way exchange between sender to receiver, but was more precisely noted that the distribution knowledge supported the acquisition of new knowledge. In line with employees' feedback about the dimensions of knowledge acquisition, that they recognized the acquisition of new knowledge from colleagues. This was influenced by a number of factors, such as organizational culture, attitudes and values of individual employees towards the knowledge sharing, as well as the nature of the technology used by the Sharia business units to share knowledge.

CLOSING

Overall, it can be concluded that the human resource management practices in the Sharia business units in this study was not collaborative yet. The linkage of one practice with another was not using a configurational approach yet. So, the policies among the practices did not mutually support and strengthen each other. Although the policy in existing HRM practices could improve the performance of individual employees, but in conjunction with support for knowledge management, employees' attitudes and behaviors need to be strengthened through the policy in the collaborative employee management practices.

The process of knowledge management in the Sharia business units in this study indicated that the involvement of employees in the accumulation and utilization of knowledge in the company was more oriented to increase the individuals' capacity in getting and utilizing relevant knowledge, and supporting the work quality. However, the support for the practices of sharing knowledge, expertise and experience among colleagues was limited because it relied on the formal meeting held by the management. The Sharia business units needed to review the policies, systems, and processes within existing HRM practices, which effectively increased the motivation, commitment, interpersonal trust, and knowledge sharing cultures. Future studies are expected to test how far a collaborative HRM practices gives impact on increasing human resources' motivation to support and contribute to the knowledge management process.

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