

HUMAN CAPITAL DEVELOPMENT OF RESEARCH STAFF THROUGH SELF-LEADERSHIP, TEAMWORK MANAGEMENT, AND CULTURE DIVERSITY

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ABSTRACT: Research related to the development of human capital based on cultural diversity is still minimal, so this study aims to find a human capital development model based on cultural diversity, self-leadership, and team management. The research instruments used questionnaires with samples of 146 respondents; the data was processed using SEM. The results showed that human capital performance could improve if supported by solid self-leadership despite cultural diversity. However, the research staff has not been able to do knowledge sharing because the management team has not entirely run well among local and foreign research staff. The novelty of this study lies in the ability to communicate between local and foreign research staff despite the cultural diversity between them.

Keywords: Human Capital, Self Leadership, Team Work Management, Culture Diversity.

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INTRODUCTION

The Australian Centre for International Agricultural Research (ACIAR) is part of the Australian Government's foreign aid agency which has been working with the Government of Indonesia for 35 years to educate and mentor the public to support economic growth in agriculture and forestry. The ACIAR project has developed knowledge management as a differentiator in the previous project to improve the knowledge. Knowledge management was initiated to reach communities, communities, and policy makers who are not reachable this project to gain the understanding generated by ACIAR Project. So with knowledge management, the distribution of information, data, and knowledge will grow faster among local research staff and foreign researchers. In its implementation, human capital competency development efforts have not impacted the uneven ability of research staff in developing self-leadership, teamwork management, and culture diversity.

In developing limited human resources, the self-leadership model becomes a solution in improving performance (Bezhani, 2010). Research staff needs to be given self-modeling, self-setting, natural reward, and cheerful patterns to enhance self-leadership. The implementation of self-leadership is realized in terms of self-talk, mental imagery, belief, and assumptions. In addition to self-leadership, team management is one factor that can affect the ability of research staff to achieve performance. Some of the study results found that the organization's success will increasingly depend on teamwork rather than on prominent individuals (D'Netto et al., 2014). In addition to teamwork management, culture diversity also affects the ability of research staff with a culture to complement and share knowledge (Dollwet & Reichard, 2014); (Jusriadi, Edi, 2019); (Maurer et al., 2017); and (Rahim et al., 2017).

This study discusses the competency and technology gaps in HRM, which led to the human resources revolution at the Fisheries and Marine Research and Development Agency and other agencies. This study uses the human capital theory, Becker, 1964 (Ejere, 2011), and The Intangible Perspective Theory (Andriessen, 2004), which emphasizes the development of intellectual capital. The research approach is used in improving human capital competence through training and development. Training and development are needed through individual learning and organizational learning to enhance human capital skills (Stewart et al., 2011). Research staff who have knowledge and skills will be accessible in conducting self-leadership and team management walupun with cultural diversity. The knowledge and skills possessed will facilitate the process of knowledge sharing between local research staff and foreign researchers. Some of the previous research results are relevant in supporting this research, such as research (Rachmawati et al., 2019); (Marpaung, 2014); (Muljono et al., 2015); and (Aditya Darma Putra & Sintaasih, 2018) who found that Self Leadership has a positive and significant influence on performance.

Similarly, previous studies (Ahmad & Manzoor, 2017) and (Wanjiku & Lumwagi, 2014) found that solid teamwork will affect the performance achievements of individuals and organizations. Self-leadership, team

management, and cultural diversity emerge as crucial components in supporting human capital performance.

The specific objectives to be achieved in this study are models that can be developed to improve human capital capabilities in a multicultural work environment. It is new to find in this study that cultural diversity becomes an important component in improving human capital performance in agencies/companies with heterogeneous employees. Agencies/companies must manage cultural diversity well through a strong management team to provide a sustainable self-leadership in human capital.

THEORETICAL REVIEW

Performance in the perspective of human resource development (HRD), both in task performance and contextual performance, is not only measured from the availability of tangible assets in the form of physical capital and financial capital. Since the 2000s, research in performance measurement began to develop towards the placement of intangible assets as performance indicators through the role of human capital as a resource firm (Rhee et al., 2013; Soltani, 2010; Riniwati, 2016). Human capital has been recognized as an intangible asset that can increase the current value of the organization. Human capital needs to be developed competence through organizational learning in training and development (Stewart et al., 2011). From a resource-based theory (RBT) perspective that the model of organizational performance development and individual performance can be explained in the following figure:

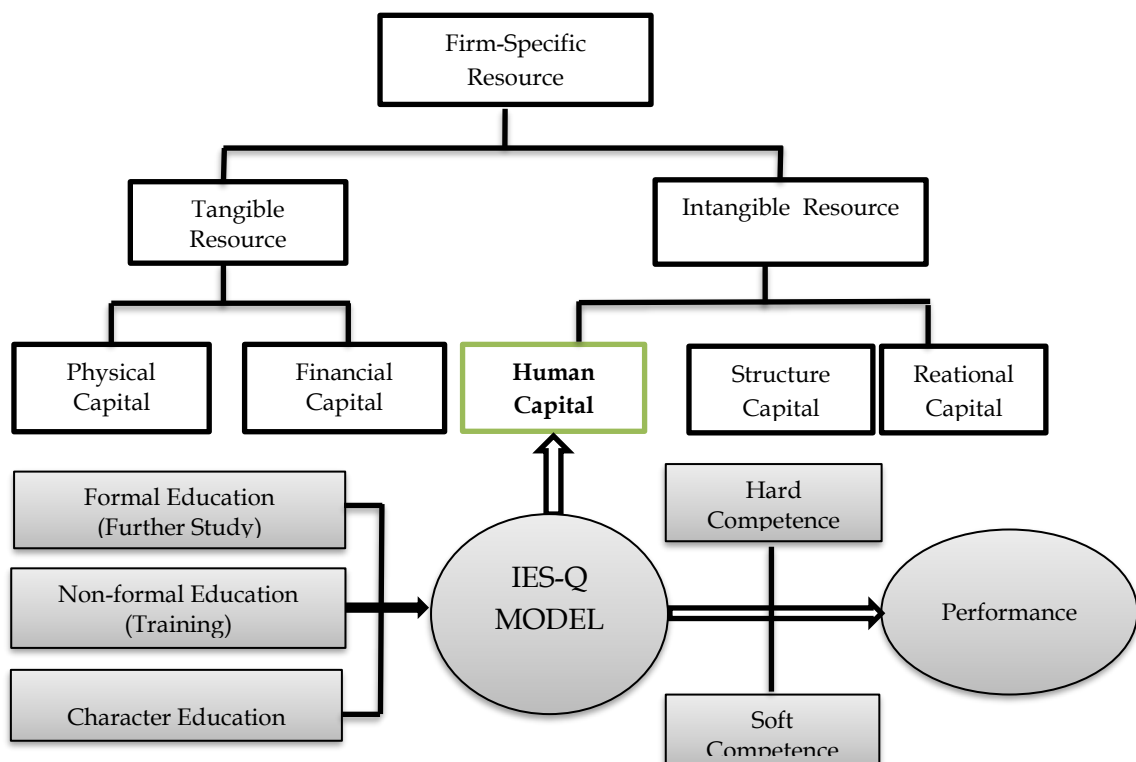


Figure 1. Modification result of firm resource categorization scheme
 Source : (Jusriadi, 2019)

This scheme describes an organization's resources that according to resource-based theory (RBT) have two parts: tangible and intangible resources. RBT theory related to organizational resources is reaffirmed in the human capital theory that divides corporate resources into three parts: human capital, structure capital, and relational capital. Furthermore, The Intangible Perspective Theory (Andriessen, 2004) explained that human resource development (HRD) investment aims to improve the intellectual capital of the human capital that can be done through the training and development process to produce complex competence and soft competence in supporting the achievement of individual performance and organizational performance. IES-Q This model becomes a concept to achieve a human degree with a competitive advantage, with indicators of having intellectual intelligence, having emotional intelligence, and having spiritual intelligence. These three bits of intelligence are in the IES-Q Model that can support performance achievement.

The role of human capital indeed determines the achievement of organizational performance through competence possessed in terms of knowledge level, experience, skills, and behaviors that show the characteristics of a person in an organization (Swanson, 2010). The quality of human capital can be measured from indicators of knowledge level, skills, work experience, and work behavior (Jusriadi, 2019), improved through individual and organizational learning.

Organizational performance is also influenced by self-leadership displayed by the ability to understand themselves, manage themselves, and motivate themselves in doing and completing tasks (Ulum & Novianty, 2012). The basis of the self-leadership theory comes from social learning theory and social cognitive theory. The idea of social learning explains how a person can influence his cognition, motivation, and behavior. The social cognitive theory explains that a person and his environment constantly interact and give rise to behaviors derived from his or her inspiration. Indicators can measure Self-leadership: 1) self-awareness, 2) self-direct, 3) self-manage, and 4) self-accomplishment (Musaheri, 2014).

Self-leadership is an individual's ability to influence, direct, supervise, and motivate himself to achieve his desired goals (Neck & Houghton, 2006). Self-leadership is a series of processes that individuals use to control their behavior (Thoyib, 2005). Self leadership is a combination of cognitive aspects that include procedures performed to influence and motivate oneself and aspects of behavior that are carried out to direct and manage behavior to achieve the expected goals. Some research results found that self-leadership can affect individual performance, such as research (Rachmawati et al., 2019; Marpaung, 2014).

Teamwork management is another factor that can affect performance. It is a fusion of various individuals who become one person to achieve a common goal (Zoogah, 2016). While according to Amaral et al. (2013), teamwork is a group in which individuals produce a greater level of performance than the individual's input. Teamwork can enhance cooperation and communication within and between parts of the company. It usually consists of people who

have different skills to be a force in achieving organizational goals. Some research results found that essential teamwork will affect the performance achievements of individuals and organizations, such as research results (Ahmad & Manzoor, 2017; Wanjiku & Lumwagi, 2014). Teamwork management can be measured by indicators; 1) Participatory leadership, 2) Divided responsibilities, 3) Equalization of objectives, 4) Intensive communication, 5) Focus on the future and tasks, 6) Creative talent, 7) Rapid response

Culture diversity is defined as a cultural wealth that is seen as a way that exists in the culture of a group or society to express its expression that can influence human behavior, attitudes, and mindsets, so that humans have different ways, habits, rules, and even customs from each other as cultural intelligence (CQ), (Zoogah, 2016). Culture diversity emphasizes diversity, which might influence human practices, attitudes, and mindsets by folkways, mores, and different customs. If it is not well-understood, it is prone to cause conflict. However, good management of it will give birth to a competitive advantage, indicators can measure culture diversity: 1) Learning to live in differences, 2) Building mutual trust, 3) Maintaining mutual understanding, 4) Upholding mutual respect, and 6) Open in thinking, appreciation, and interdependence.

CONCEPTUAL MODELS AND HYPOTHESIS

Human Resource Development (HRD) dynamics marked a shift in society from an industrialist leaning more on tangible assets to a scholarly community, supporting the intangible assets. This study focuses on assessing the influence of self-leadership, team management, and culture diversity on human capital performance by the following conceptual framework:

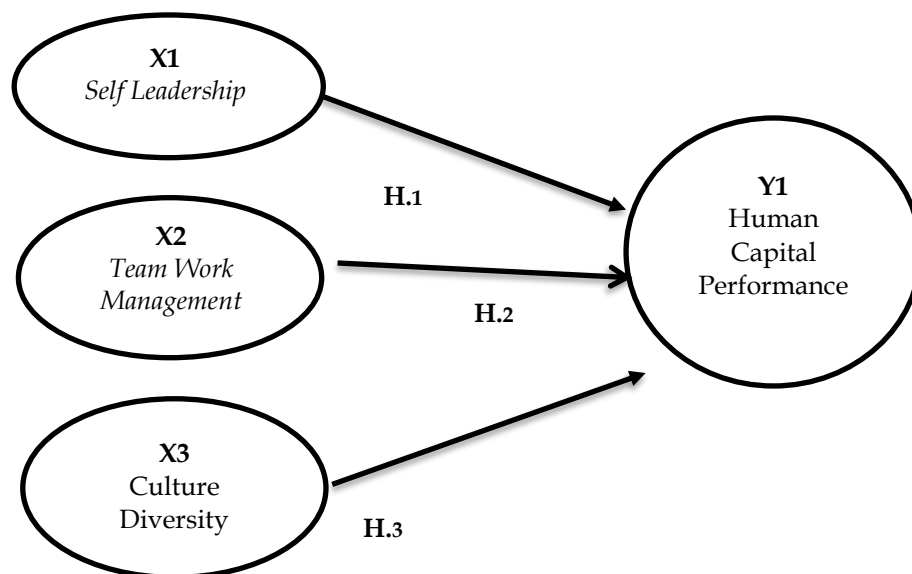


Figure 2. Conceptual Framework

Based on the description of problem formulation, research objectives, and conceptual framework, the hypothesis is formulated as follows:

H1 = Self Leadership has a significant effect on the performance of human capital research staff ACIAR Project,

H2 = Team Work Management has a significant influence on the performance of human capital research staff ACIAR Project,

H3 = Culture Diversity has a significant effect on the performance of human capital research staff ACIAR Project.

METHODOLOGY

Research Approach

This study is a quantitative research using an explanatory research approach to explain the influence of variable self-leadership, teamwork management, and culture diversity on human capital performance. This research was conducted in 4 offices of the implementing unit of the Marine And Fisheries Research and Development Agency in Indonesia, namely 1). Center for Research on Product Processing and Marine Biotechnology and Fisheries in Jakarta, 2). Aquaculture Center in Takalar 3). Seaweed Cultivation Research Center in Gorontalo, 4). Ujung Batee Aceh Brackish Aquaculture Center as the executor of ACIAR FIS PROJECT colloquial program, with a research period of 5 months starting from May - October 2020.

The selection of this location is based on considerations by looking at the phenomenon of increasing human capital teams involved in the ACIAR colloquial program, and the Marine and Fisheries Research Agency has not shown optimal results after pre-research. It encourages researchers to trace the factors that influence and become the cause of the lack of optimal self-leadership, teamwork management, and culture diversity in researchers involved in the colloquial program.

Data Collection Techniques

This research uses a survey method with a questionnaire instrument and interview in obtaining data. Questionnaires were given to research staff involved in the ACIAR Project Collaboration program between Australia and Indonesia. The sample in this study was 149, but only 146 responses are used. Sampling is obtained through saturated models or census methods, where the number of population is equal to the number of samples.

Data Analysis Techniques

This research emphasizes the quantitative approach in conducting data analysis. So the data analysis method used is grouped into two, namely descriptive statistical analysis to describe research variables and inferential statistical analysis. The questionnaire results are then processed using Structural Equation Modeling (SEM), which integrates the factor analysis,

structural model, and path analysis (Solimun, 2002). Structural Equation Modeling (SEM) operational measures (Hair et al.,1998; Solimun, 2002) as follows: 1) Developing theoretical models, 2) Constructing path charts, 3) Converting path charts into structural equations and measurement models into mathematical models, 4) Assessing possible identification problems, 5) Model evaluation, 6) Evaluation of goodness-of-fit (GOF) criteria, and 7) Interpretation and modification of models.

RESULTS

Characteristics of Research Respondents

The description of the 146 demographic information is in table 2 who can be described characteristics as follows:

Table 1. Demographic Characteristics

No	Characteristics Respondents	Frequency (Person)	Percentage (%)
1.	Gender (n = 146)		
	• Male	99	67,80
	• Women	47	32,19
2.	Age (n=146)		
	• 20-30 Years	12	8,21
	• 30,1-40 Years	63	43,15
	• 40,1-50 Years	31	21,23
	• 50,1-60 Years	31	21,23
	• >60 Years	9	6,16
3.	Tenure (n=146)		
	• 1-5 Years	30	20,54
	• 5,1-10 Years	48	32,87
	• 10,1-20 Years	41	28,08
	• >20 Years	27	18,49

Source: Primary Data, 2020

Based on table 1, explaining the grouping of respondent characteristics as follows:

1. By Gender

Based on the primary data (questionnaire) results, the profile of respondents by gender in detail showed that respondents of the male gender as much as 67.80%. This composition illustrates that the male gender dominates the sex of the research staff, but, in terms of the implementation of male-female role tasks, there is no notable difference (Robbins, 2001).

2. Age of Respondents

Based on the results of the primary data process (questionnaire) obtained, the profile of respondents is dominated by the age factor of 30.1-40 years, as much as 43.15%. This composition illustrates that the research staff's age aspect is overlooked by the age of 30.1-40 years, meaning that the

research staff is still relatively young. Nitisemito (2001), stated that "younger employees tend to have a strong physique, so it is expected to work hard, and in general they do not have a family or if they have a relatively few children's families, but younger employees are usually less disciplined, less responsible and often move jobs than older employees."

3. Respondent's Working Period

The profile of respondents' tenure shows the employees have been working for 5.1-10 years or 32.87%. Langford et al. (2020) state that a long working period tends to make an employee feel more at home in an organization. This fact is due in part to adapting to his environment long enough to feel comfortable with his work.

Distribution of Indicators

According to the average value, a descriptive assessment of self-leadership variables, teamwork management, and culture diversity and human capital performance can be categorized based on an interval scale. The interpretation of mean value is based on the calculation of score value from (Pituch & Stevens, 2015).

Table 2. Average value of respondents' answers to variable indicators

Category	Indicator	Mean	(%)	Decision
X1: Self Leadership				
X1.1	Ability to understand yourself	3,91	78,2	Important
X1.2	Ability to manage yourself	4,27	85,4	Very Important
X1.3	Self-Developing Ability	3,32	66,4	Quite Important
	Mean Variables	3,83	76,66	Important
X2: Work Management Team				
Category	Indicator	Mean	%	Assessment
X2.1	Participatory Leadership	3,92	78,4	Important
X2.2	Equality of purpose & responsibility	4,24	84,8	Very Important
X2.3	Communication	3,81	76,2	Important
X2.4	Cooperation & Integration tasks	3,71	74,2	Important
	Mean Variables	3,92	78,4	Important
X3: Culture Diversity				
Category	Indicator	Mean	%	Assessment
X3.1	<i>Mutual trust</i>	4,38	73	Very Important
X3.2	<i>Mutual Understanding</i>	4,48	89,6	Very Important
X3.3	<i>Mutual Respect</i>	4,15	83	Important
X3.4	Learn to live in difference	4,30	86	Very Important
	Mean Variables	4,32	82,9	Very Important
Y1 : Human Capital Performance				
Category	Indikator	Mean	%	Assessment
Y1.1	Quantity of work	4,04	67,33	Important
Y1.2	Quality of work	3,86	77,2	Important
Y1.3	Discipline	4,15	83	Important
	Mean Variables	4,01	75,84	Important

The results of the distribution frequency data show that the mean value of the cultural diversity variable is the highest value among other variables of 4.32. This finding means that although the research staff has a cultural diversity in work with the existence of good knowledge sharing between local and foreign researchers, it can improve knowledge, skills, and experience among local and foreign research staff.

The goodness of Fit Assessment

The model is said to be good when empirical data theoretically support the development of the hypothetical model. Table 3 presents the outer model criterion in detail as sufficient by the acceptance of two indexes.

Table 3. Evaluation of Goodness of Fit Indices Overall Model Criteria

Goodness Of Fit Index	Cut-off Value	Model Results*	Description
	Expected	323.933< (0,05:179=	
χ^2 - Chi-square	small	211.217)	Not Good (Poor Fit)
Probability	≥ 0.05	0.000	Not Good (Poor Fit)
CMIN/DF	≤ 2.00	1.810	Good (Good Fit)
RMSEA	≤ 0.08	0.075	Good (Good Fit)
GFI	≥ 0.90	0.825	Enough (Marginal Fit)
AGFI	≥ 0.90	0.774	Enough (Marginal Fit)
TLI	≥ 0.95	0,876	Not Good (Poor Fit)
CFI	≥ 0.95	0.896	Not Good (Poor Fit)

Source : (Hair 2006; Arbuckle, 1997)

Hypothesis Testing

This study only tested the direct influence of self-leadership, teamwork management, and culture diversity on human capital performance. Research hypothesis testing can be done by comparing the p-value as revealed in table 4.

Table 4: Hypothesis Test Results

HIP	Variable Independent	Variable Dependent	Direct Effect			Description
			Standardize	CR	P-Value	
H1	Self Leadership	Human Capital Performance	0,253	2,360	0,018	Significant
H2	Work Management Team	Human Capital Performance	0,160	0,852	0,394	Insignificant
H3	Culture Diversity	Human Capital Performance	0,568	3,454	0,000	Significant

Source: Appendix 6, Processed 2020

The test results of the three paths were hypothesized. There were two significant paths and one insignificant path. The explanation of hypothesis test results as follows:

1. Self Leadership has a positive effect on human capital performance because it has a standardized regression weight positive value of 0.253. If self-leadership increases, human capital performance is more significant, increasing the standardized regression weight value. Self-leadership also substantially influences human capital performance, with a p-value of $0.018 < 0.05$. Thus, the first hypothesis proposed is accepted.
2. Teamwork management has a positive effect on human capital performance, meaning that if the work management team is increasing, then human capital performance is more significant, with an increase in the standardized regression weight value. But the work management team has no significant influence in supporting human capital performance because it has a p-value of $0.394 > 0.05$. Thus, the second hypothesis proposed was rejected.
3. Culture Diversity has a positive effect in supporting human capital performance because it has a standardized regression weight positive value of 0.568, meaning that if the culture of Diversity increases, then human capital performance is more significant, then Culture Diversity also has a considerable influence in supporting human capital performance, with a p-value of $0.000 < 0.05$. Thus, the first hypothesis proposed is accepted.

DISCUSSION

Self Leadership has a positive effect on human capital performance, meaning that if self-leadership increases, then human capital performance is more significant, increasing the standardized regression weight value. Then self-leadership also has a considerable influence in supporting human capital performance. The research staff can manage their self-leadership even though a substantial cultural barrier emerges. This study's findings support that Self Leadership has a positive and significant influence on performance (Suriyanti 2020; Putra & Sintaasih, 2018).

Teamwork management has a positive effect on human capital performance, meaning that if the work management team is increasing, then human capital performance is more significant, with an increase in the standardized regression weight value. But the work management team has no significant influence in supporting human capital performance. The work management team has not entirely run well among local and foreign research staff. Team Work Management is needed for research staff to work with different characteristics, cultures, and languages to build a strong work team. Of course, the difference or diversity of research staff working in 4 (four) ACIAR Project cooperation agencies must be carefully assessed to produce a good performance. The study's findings are different from the results of previous research conducted by (Arizona, 2017; Lawasi & Triatmanto, 2017; Marpaung, 2014), which found that teamwork management has a positive and significant effect on increasing the company's target.

Culture Diversity has a positive effect in supporting human capital performance, meaning that if the culture of Diversity increases, the human capital performance is more significantly influences the human capital performance. The reason is that cultural diversity can improve the human capital ability of research staff by the transfer of knowledge between research staff from various countries, reducing the disparity between cross-country researchers. The findings support the study of Frijns et al. (2016), which found that diversity has a significant effect on teamwork effectiveness in an organization. The novelty of this study shows that the performance of human capital research staff can be improved if a good work management team is established in the form of knowledge sharing between local and foreign research staff who are members of the ACIAR Project program even though there is a culture of diversity among them.

LIMITATIONS AND RESEARCH RECOMMENDATIONS

Based on the results of data sourced from questionnaires and interviews, the findings of this study can be explained as follows: Self-Leadership has a positive and significant effect on the performance of human capital research staff. The research staff can manage the possession of self-leadership. Team Work Management has a positive but insignificant impact on the performance of human capital research staff, implying that the work management team has not entirely run well among local and foreign research staff and culture diversity has a positive and significant effect on the performance of human capital research staff. The findings support that the research staff can work despite having a culture of diversity among the research staff. This study was only conducted on one diamond, so there is no comparison of data obtained by focusing on the use of variables self-leadership, team management, cultural diversity, and human capital performance of research staff who are members of the ACIAR Project program. This study recommends to the next researcher to develop variables, especially knowledge sharing in different agency environments.

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