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The effect of intellectual capital on job satisfaction of bank employees

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Abstract

This study carried out to determine and analyze the effects of human, structural and, customer capital on job satisfaction of bank employees in Padang. The primary data obtained from questionnaires and the data analysis technique was multiple linear regression analysis using by SPSS. The results showed that the ability of banks to educate employees through the use of human capital and a good relationship between the company and its partners through the application of customer capital had a significant influence on the job satisfaction, but the application of structural capital on banks did not have a significant effect on it.

Keywords: Human Capital, Structural Capital, Customer Capital, Job Satisfaction

El efecto del capital intelectual sobre la satisfacción laboral de empleados bancarios

Resumen

Este estudio se llevó a cabo para determinar y analizar los efectos del capital humano, estructural y de los clientes en la satisfacción laboral de los empleados del banco en Padang. Los datos primarios obtenidos de los cuestionarios y la técnica de análisis de datos fue el análisis de regresión lineal múltiple utilizando SPSS. Los resultados mostraron que la capacidad de los bancos para educar a los empleados mediante el uso del

capital humano y una buena relación entre la empresa y sus socios a través de la aplicación del capital del cliente tuvo una influencia significativa en la satisfacción laboral, pero la aplicación del capital estructural en los bancos No tuvo un efecto significativo en ella.

Palabras clave: capital humano, capital estructural, capital del cliente, satisfacción laboral

1. INTRODUCTION

In the current era of globalization, it is inevitable to see intense competition in all fields within an organization. Therefore, careful preparation is needed to deal with these problems; particularly in the field of human resources (HR). Human Resources department as one of the driving forces of the company is expected to improve the company's performance in order to face the competition in the era of globalization.

The majority of today's business organizations are less effective in achieving their business objectives because they are more likely to focus on the role of financial capital instead of the intellectual capital they have. The fact that some multinational companies control the world economy in the era of globalization is largely determined by their ability to manage their intellectual capital. Intellectual capital from human resources of an organization can be seen from the quality of ideas, information, knowledge and expertise, and commitment that their human resources have. If the competencies possessed by the employees have the opportunity to be actualized and integrated into the management process, then this intellectual capital is believed to be able to significantly increase asset capabilities to increase profit, performance, job satisfaction, customer satisfaction and related parties in the organization.

A bank is a company that utilizes high technology and provide high service so that the demand for excellent service is important in this competitive field. Employees in the banking industry even face a lot of workloads, which sometimes force them to work on Saturdays and Sundays. Therefore, the issue related to employees' job satisfaction is crucial for the banking industry.

According to Handoko (2001), employees who experience job satisfaction will do their jobs better. Employees who are usually satisfied with what they get from the company will provide more than expected and they will continue to improve their performance. On the other hand, employees who have low job satisfaction tend to see work as tedious and boring, so they work in a forced and careless manner. For this reason, it is imperative for companies to recognize what factors that make employees satisfied to work in the company. By achieving employees' job satisfaction, productivity will increase. Job satisfaction reflects a person's feelings for his job.

The issue related to job satisfaction was also found in bank employees in Padang. Due to the high workload, bank employees must work more than 1-2 hours after their normal working hours every day and they even have to work overtime on Saturdays and Sundays. This often becomes the source of complaints among employees and it also triggers stress because they do not really like their working hours. They are often overworked, and some times they are not being paid for overtime. Handoko in Fitria (2016) further explains that job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. This attitude is reflected in the morale of work discipline and work

performance. Satisfaction in work is job satisfaction enjoyed while working by obtaining work praise, a proper work placement, treatment, equipment, and a good working environment.

The banking sector is one of the sectors that utilize a rather intensive intellectual capital. A bank is an industry that is full of risks, starting from the source of funds, the allocation of funds to productive assets, and various service activities carried out are full of risks, such as online banking that customers do without a bank employee's interference. Besides, banks use large amounts of cash and other current assets, and this requires the importance of developing intellectual capital in banks so that banks gain a competitive advantage and succeed in a knowledge-based economy of today.

Intellectual capital is a long-term capital which consists of qualified human resources, a good and sustainable relationship, and a good organization to provide added value in the economy. Guthrie & Petty (2000) uses the term intellectual capital to describe all assets and resources that are non-tangible or non-physical in an organization, which includes processes, a capacity of innovation, patterns and invisible knowledge of its members and collaboration networks and organizational relationships. Intellectual capital is also defined as a combination of intangible resources and activities that allow organizations to transform a set of materials, finance, and resources in a system that will ultimately create stakeholder value.

Furthermore, Bontis et al (2000) classified intellectual capital into 3 groups, namely human capital, structural capital, and customer capital.

Human capital is related to the ability, skills, and expertise of employees in an organization in terms of business problems. Structural capital relates to supporting infrastructure, organizational processes, and databases that enable human capital to carry out its functions, while customer capital deals with comprehensive knowledge of the field of marketing in customer relations, which includes the development of knowledge about customers, interactions with customers and human relationship.

Intellectual capital that the employees have will improve their competence and commitment, and the three variables will affect employees' job satisfaction in work. Increased knowledge, skills, and the intellectual intelligence that employees gain through intellectual capital will improve employees' competencies in completing tasks and responsibilities assigned to them. With adequate intellectual capital, it is expected that employees can contribute all of their potential and abilities to improve their performance, and if this is adequately valued by management, these employees will feel satisfied with their work. Business organizations in the era of globalization are expected to keep improving employees' job satisfaction through increasing intellectual capital. As a result, the organization has a competitive advantage and survives in a world of intense competition (Mendonça et al. 2018).

Previous research has shown that intellectual capital has a positive effect on employees' job satisfaction in organizations. Bontis et al (2000); Hill & Jones (1998); Black & Boal (1994) and Kaplan & Norton (2000) conclude that intellectual capital simultaneously influences employees' job satisfaction in working for an organization or company. This indicates

that intellectual capital plays a role in stimulating the optimization of job satisfaction in organizations or companies.

Based on the description of the background of the problems, as a novel strategy of this study, determining and analyzing: 1) the effect of human capital on the job satisfaction of bank employees in Padang, 2) the effect of structural capital on job satisfaction of bank employees in Padang, and 3) the effect of customer capital on job satisfaction of bank employees in Padang.

2. LITERATURE REVIEW

2.1. Job Satisfaction

Job satisfaction is an important part that individuals have at work. Every individual worker has different characteristics, which means that the level of job satisfaction also varies. High and low job satisfaction can have different effects and it depends on the mental attitude of the individual concerned. Robbins & Barnwell (2006) states that job satisfaction is a general attitude of an individual toward his work. Handoko (in Fitria, 2016) defines job satisfaction as a pleasant or unpleasant emotional state with which employees view their work (Atif et al. 2018). Based on the definition above, it is concluded that job satisfaction is a feeling of pleasure or displeasure of employees towards their work as a result of a thorough evaluation of aspects of work.

There are various theories on job satisfaction as reviewed by experts, but the theories related to the interests of the discussion in this study emphasize more on: a) Discrepancy Theory; b) Justice Theory (Equity Theory); and c) Theory of Two Factors (Two Factor Theory). Based on these theories, this research, in its operational level, uses the concepts proposed by George and Jones (1997) to measure job satisfaction, namely through the dimensions of work situations, social influences, values, and personality.

Job satisfaction can be measured from various dimensions. Every dimension produces an overall feeling of satisfaction with the work itself. According to Robbins & Dan Judge (2009), there are 5 factors that support job satisfaction, which are:

- a. Work that is mentally challenging
- b. Appropriate compensation
- c. Supportive working conditions
- d. Supportive coworkers
- e. The suitability of personality with work

2.2. Intellectual Capital

There are various definitions of intellectual capital in various literature. Among them is the definition proposed by Bukh et al. (2005), in which intellectual capital is a variety of knowledge resources in the form of employees, customers, processes or technology that can be used in the process of creating value for the company. Bontis et al. (2000) state that researchers generally identified three main constructs of IC, namely human capital (HC), structural capital (SC), and customer capital (CC).

HC represents the individual knowledge stock of an organization that is represented by its employees. HC is a combination of genetic inheritance, education, experience, and attitude on life and business. SC covers all of the non-human storehouses of knowledge in organizations, which in this case include databases, organizational charts, process manuals, strategies, routines and all things that make a company's value greater than the material value. The main theme of CC is the knowledge that is inherent in marketing channels and customer relationships that an organization develops through the course of business (Bontis et al, 2000).

Out of several definitions of intellectual capital, there are few major similarities, namely that intellectual capital is a variety of knowledge, experience, and expertise related to employee expertise, good relations with customers, and information technology capacity owned by companies that significantly contribute to the value creation process, which provides a competitive advantage for the company.

2.3. Intellectual Capital Components

Intellectual capital consists of two elements: human capital and structural capital; both are efficient intangible assets that can increase the value of the company, including the physical elements that are incorporated in customer capital. The Intellectual Capital components include (Bontis et al., 2000):

1.Human Capital

Human capital includes an intellectual force derived from human beings that the company have, namely employees who are competent, committed, motivated at work, and very loyal to the company (Forrester et al. 2016).

2.Structural Capital

Structural capital encompasses all non-human storehouses of knowledge in organizations (Bontis, 1998), consisting of databases, organizational structures, a series of processes, strategies, and everything that creates a higher corporate value than its material value.

3.Customer Capital

Customer capital is a harmonious association network relationship between the company and its partners, either in the form of suppliers, customers and/or the government and society.

3. CONCEPTUAL FRAMEWORK

Based on the theoretical study described in this research, a logical conclusion is those intellectual capital variables that consist of dimensions of human capital, structural capital, and customer capital, if managed properly, will be able to create job satisfaction for employees. The relationship between the intellectual capital variable as an independent variable and employees job satisfaction as the dependent variable is shown in Figure 1 as follows:

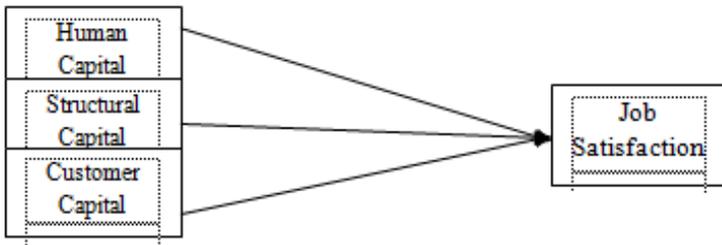


Figure 1. Research Model

3.1. Hypothesis

Based on the theory and background of the problems stated above, the following hypotheses were formulated:

H1: Human capital has a positive and significant effect on job satisfaction of bank employees in Padang.

H2: Structural capital has a positive and significant effect on job satisfaction of bank employees in Padang.

H3: Customer capital has a positive and significant effect on job satisfaction of bank employees in Padang City.

3.2. Research Method

This is causative research, which seeks to explain the effect of intellectual capital on job satisfaction of bank employees in Padang. The purpose of this study was to test the hypotheses using the survey method and the data used are primary data collected through questionnaires. The population in this study were all employees in seven conventional banks in Padang which are grouped by ownership, namely; State-Owned Enterprises (BUMN), Regional-Owned Enterprises (BUMD) and private ownership. The population in this study amounted to 1,292 people.

The sample was determined by cluster proportional random sampling technique. By using the Slovin formula, the sample size in this study was 305.44 or rounded up to 306 people. Out of 310 questionnaires distributed to the employees, there were as many as 198 returned questionnaires, and questionnaires that were feasible to use for data analysis consisted of 134 questionnaires. The data analysis technique for hypothesis testing employed a multiple linear regression analysis using the SPSS Program ver. 24.

4. RESEARCH RESULTS AND DISCUSSION

Prior to testing the hypothesis, the normality test was conducted to find out whether the data are normally distributed or not. The assumption test conducted in this study was the normality test using the Non-parametric One-Sample Kolmogorov-Smirnov Test method. The normality test of the data obtained a Standardized Residual sig. of $0.200 > 0.05$, which means that the variables in this regression model had a normal data distribution.

After the data were normally distributed, the model was tested by conducting an F-test to find out whether Intellectual Capital which consists of human capital, structural capital, and customer capital can influence employees' job satisfaction and whether the model built in this study is indeed worthy of investigation. The results of the F-test using an ANOVA analysis is shown in the table below:

Table 1: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	29,173	3	9,724	32,606	,000 ^b
Residual	38,772	130	,298		
Total	67,945	133			

a. Dependent Variable: JS

b. Predictors: (Constant), CC, HC, SC

Source: Primary Data Analysis (2018)

Table 1 displays that the F value is 28,671 with a sig. value of 0,000 <0,05, which means that based on the F test conducted, the intellectual capital dimension is proven to have a significant effect on employees' job satisfaction. Thus, these results show that the research model is acceptable. The next part, hypothesis testing, was performed using a t-test (Khan et al., 2017). The results of hypothesis testing are shown in the following table:

Table 2: Results of Multiple Regression Research Variables

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	,421	,414		1,019	,310
HC	,396	,117	,285	3,373	,001
SC	-,009	,102	-,010	-,084	,933
CC	,559	,119	,482	4,710	,000

a. Dependent Variable: JS
 Source: Primary Data Analysis (2018)

Table 2 shows that human capital has a positive and significant effect on job satisfaction of bank employees in Padang, as seen from a sig. value of 0.001 <0.05. This means that the first hypothesis of this research is acceptable. This also shows that banks have a high commitment to improving the quality of human resources (HR), which results in employees' satisfaction at work because they are able to do their best at work.

Contrary to the results of the first hypothesis, the second hypothesis of the study is rejected, which means that structural capital does not significantly influence employees' job satisfaction, as seen from the sig. of $0.933 > 0.05$. These results indicate that structural capital applied by banks in Padang, such as the development of systems and programs, even the application of technology infrastructure, can result in a decrease in employees' job satisfaction (Ruswanti et al., 2019).

For the third hypothesis, it is shown in Table 2 that the sig. value of customer capital is $0,000 < 0,05$, which means that the third hypothesis of the study is accepted, that is, customer capital has a significant effect on job satisfaction. A good and maintained relationship between the company and its partners can provide satisfaction in working for employees (Hildayanti & Alie, 2016).

The positive constant values illustrate that the job satisfaction of the employees is not only influenced by the intellectual capital dimension but also other factors that can affect employees' job satisfaction. The effect of intellectual capital on job satisfaction is shown in Table 3 below:

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	,655 ^a	,429	,416	,54612

a. Predictors: (Constant), CC, HC, SC

b. Dependent Variable: JS

Source: Primary Data Analysis (2018)

Table 3 above shows that the adjusted R square value is 0.416; this indicates that the contribution of intellectual capital variables to the job satisfaction variable is 41.6%, while the rest 58.4% is determined by other factors not examined in this study.

5. DISCUSSION

The test results supported the hypothesis that human capital has a positive and significant effect on job satisfaction of bank employees in Padang. This research is in line with the results of research by Adigüzel and Kayadibi (2015) which show that the management of Human Capital (HC) will be able to provide job satisfaction to employees. Akintayo (2011) also states that the development of human capital (HC) is a key element in improving the assets and employees of the company to increase productivity and maintain a competitive advantage. Therefore, to maintain competitiveness in organizations, human capital is an instrument used to increase productivity and job satisfaction for workers. This means that every activity carried out by the company in providing a learning experience and education as well as encouraging employees to carry out innovations in their work can play a pivotal role in providing job satisfaction to employees due to the ability of employees to carry out their work properly. If the company is able to make employees succeed in their work, then employees will feel fulfilled with the feelings of progressing and not failing (a sense of accomplishment). Nawawi (2008) further argues that they will achieve happiness because they have contributed significantly to the company. Employee satisfaction plays a very vital role

in their performance in any organization (Latif, et al. 2013; Perera, et al, 2014).

Structural capital includes all of the non-human storehouses of knowledge in organizations (Bontis, 1998), which means that structural capital is anything that is not related to humans that consists of databases, organizational structures, a series of processes, strategies, and everything that creates a higher corporate value than the material value. Based on the results obtained from hypothesis testing, structural capital (SC) was shown to have a negative but not significant effect on job satisfaction of bank employees in Padang. The non-existent of the effect of structural capital on employee job satisfaction indicates that structural capital has not been able to fulfil the company's routine process in producing an optimum performance for its employees so that it does not have an effect on generating employees' job satisfaction. Companies that have a strong structure should have a supportive culture that allows their employees to try new things, to learn and to practice them (Bontis et al., 2000; Vargashernández, 2016).

Based on interviews conducted with several bank employees, the problems in the structural dimension of capital in the banking sector include the lack of a good information technology infrastructure to fully support the employees at work, too much bureaucracy in the organization and the rigid procedures of activities at the company; all of these affect the employees' job satisfaction negatively. However, the negative effect of structural capital on job satisfaction is not significant, which means that not all of the components of structural capital which, if improved, could increase the dissatisfaction of employees.

Based on the results of the study, the third hypothesis is supported which states that relational capital (customer capital) has a positive and significant effect on the job satisfaction of bank employees in Padang. This means that employees can maintain a sense of friendship with fellow coworkers and superiors, and vice versa; employees can also maintain good relations with customers and company partners. This good relationship has a positive and significant influence on employees' job satisfaction. The results of this study are not in line with Longo and Mura (2011), whose research results state that relational capital does not have a significant effect on job satisfaction. However, the results of this study are in line with the results of research by Orhan Adigüzel and Kayadibi (2015) which show that Relational Capital (RC) affects the job satisfaction of employees.

Relational Capital consists of a network of organizational relationships, collaboration between employees, and suppliers, clients or other stakeholders. Based on the results of the study, a good relationship between employees and consumers and suppliers has a positive influence on work performance (Thompson, 2005) and relational capital is also believed to improve career achievement and job satisfaction (Zhang, et al, 2010).

6. CONCLUSION AND SUGGESTIONS

6.1. Conclusion

Based on the collected data and the results of tests carried out on the problem using a multiple linear regression model, it is concluded that:

1.The ability of banks to continuously develop and educate employees through the use of human capital had a significant influence on employees' job satisfaction since employees can do their jobs better.

2.The application of structural capital to banks, such as in their system and program development and clear recognition of Intellectual Property Rights, did not have a significant influence on employees' job satisfaction.

3.The existence of a good relationship between the company and its partners through the application of customer capital had a significant influence on employee job satisfaction.

6.2. Suggestions

Based on the conclusions related to the influence of intellectual capital on the job satisfaction of bank employees in Padang, companies and banks are suggested to do as follows:

1.For banks, it is suggested that banks further develop the potential of human capital and customer capital in order to improve employees' job satisfaction since the two intellectual capital

dimensions have a significant influence on employees' satisfaction at work.

2.To improve employees' job satisfaction, companies need to improve the application of structural capital, such as by providing training that is appropriate for employees and by updating every technological development available.

3.To maintain good relations with its partners, it is recommended that companies implement and run a Customer Relationship Management program so that relationships with partners will always be well-maintained in the long term.

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