

# THE ROLE OF INNOVATIVE BEHAVIOR TOWARDS THE PERFORMANCE OF HUMAN RESOURCE BASED ON ORGANIZATIONAL LEARNING AND ISLAMIC LEADERSHIP

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## Abstract:

This study examines the Role of Innovative Behavior towards the human resource based on Organizational Learning and Islamic Leadership which aims to describe and analyze the effect of organizational learning on innovative behavior, the effects of organizational learning on HR performance, the effects of Islamic leadership on innovative behavior, the effects of Islamic leadership on HR performance, innovative behavior towards HR performance. Respondents of this study were all human resources working in Secretariat of Semarang district accounted for 115 people. The sampling technique used in this study is census so that this research used 115 respondents. Data analysis technique used is regression analysis of path analysis model (path analysis). The results showed that organizational learning variable has positive and significant effects on innovative behavior. Organizational learning has a positive and significant effect on HR performance. Islamic leadership has a positive and significant effect on innovative behavior. Islamic leadership has a positive and significant effect on HR performance. Innovative behavior positively and positively affects HR performance. Increased innovative behavior leads to a significant increase in HR performance.

**Keywords:** organizational learning, Islamic leadership, innovative behavior, HR performance.

## INTRODUCTION

Humans are social beings who in their daily life need the help of others so that require interaction in the form of organizational life, it will encourage people to adapt to their environment. In an organization it takes a cooperation, a division of roles and authority (Xiangyin and Zheng, 2014). Human Resource is an important element in the success of an organization both on a small scale and large scale, on the basis of the growing business world will always be realized if supported by qualified human resources.

The ideal function of the implementation of the duties of employees in the work unit is the function of the service which is part of the ideal function of the implementation of HRD duties in a work unit, therefore, human resource at government institution should try maximally to provide the maximum service to anyone in needs. If the services of the Ministry of Health are not satisfactory, the agency can obtain a bad image from the community. Thus, It is very necessary to improve employee performance.

The relatively high competition faced by the company or organization nowadays has given great pressure to the organization to change it. Whole changes are made, not only to the organizational stages but also to each individual in organizations. All individuals in the organization must change, learn, and grow faster than the past.

The ability of organizations and individuals to respond the changes in the environment around them will be a dash for dealing with competition in this information era. Furthermore, an organization should not only adapt to current environmental changes but also be able to develop the capabilities that enable organizations and individuals to respond to the potential changes in society (Guta, 2013). The ability of organizations to learn more quickly becomes the key to the success of organizations to adapt themselves to their environment.

Xiangyin and Zheng (2014) state that the performance is a working result generated by the human resources or the actual behaviors shown in their role in the organization. Performance also means the achievement that a person achieves both quality and quantity in accordance with the responsibilities given to him. In addition, individual performance is influenced by the level of education, initiative, organizational learning, and human resources' motivation. The work of a person will provide the feedback for him self to always actively do their work well and hopefully produce the best work. Education affects a person's performance because it can provide a wider insight to initiate and innovate and furthermore affect his performance.

Innovative behavior is the process by which individuals are able to work with a strong innovation power by communicating one's intellectual capital to another. Conceptually, innovative behavior can be defined as the extent to which a person actually performs behavior innovation. Innovative behavior can also be understood as a behavior in which a person voluntarily provides access to others about his innovation and experience. Innovative behavior can improve the performance of human resources, the effect will be stronger when human resources have high organizational learning (Therin, 2013).

Based on the problems in this research, then the phenomenon of gap is as follows:

1. Secretariat employees of Semarang district have lack innovation in completing the work faster, where they have a tendency to wait for each other.
2. Low organizational learning of Human Resources of secretariats in Semarang district is due to lack of fulfillment of needs and expectations of employees as well as organizational climate which is less good. If employees feel their needs and expectations are met, it will certainly maintain their membership and devote themselves completely to the goals of the organization, so that organizational learning of the organization will be created by him self.
3. Leaders do not encourage subordinates to have responsibility and perform their responsibilities efficiently and effectively.

There are various studies on organizational learning because organizational learning is seen to have a positive impact on the company in the future. Research on organizational learning conducted by Therin (2014) shows the results that there are two predictors of organizational learning. They are recognition and rewards as well as training and education. In addition, vision and strategy and information flow are also factors which are important to the success of organizational learning.

The link between organizational learning and human resources can be seen from the role of Human Resource or employees in it. Human resources are the backbone of organizational or corporate life. Whether or not a company progresses depends on the quality of its human resources. As the environment changes rapidly, companies are required to always be able to anticipate them. In this case, the most important human resource needs are important.

The concept of human resource development within the enterprise can not be done like in the past, which emphasized more on the system of salary, remuneration, or training but the concept of human resource development must take place continuously throughout the individual workers in the company. Companies need to be self-sustaining through the learning process. Therefore, the organization of the future is an organizational learning that provides the opportunity for all employees to continually learn and solve common problems until the set goal is achieved (Guta, 2013).

Innovative behavior is strongly affected by Islamic leadership. Islamic leadership is a process whereby leaders and members mutually raise themselves to higher levels of morality and motivation. Within the Islamic leadership, leaders create environmental and vision and motivate subordinates in achievement. The implications of these, subordinates will be to admire, believe, and loyal to the leadership.

Based on the description explained previously that the performance of good human resources needs to be supported with the innovative behavior of human resources, the more innovative the behaviour is, then the higher the performance will increase. The improvement of human resource innovation needs to be supported by strong organizational learning from human resources and Islamic leadership which is capable of encouraging human resources to work more innovatively to improve his performance. Based on the description, it is necessary to study this research entitled “The Role of Innovative Behavior towards the Performance of Human Resource Based on Organizational Learning and Islamic Leadership”.

Problems in this study, there are various studies on organizational learning because the organizational learning is seen to have a positive impact for the company in the future. Research on organizational learning conducted by Guta (2013) shows the learning result of the organization is able to improve the performance of human resources, while other research conducted by Judge (2012) proves that Islamic leadership also becomes important factor for the success of HR performance.

Based on the research gap, the study result of Guta (2013) shows that organizational learning will improve the performance of human resources, but the study of Bai and Zynalabedin (2012) shows that organizational learning does not affect the improvement of human resources performance, then the conditions existing in the Regional Secretariat of Semarang create the problem formulation as, “How the Role of Innovative Behavior Toward the Performance of Human Resource Based on Organizational Learning and Islamic Leadership.

## REVIEW OF LITERATURE

### Human Resource Performance

The human resource performance is a product that is accomplished by the worker in his work according to certain criteria applicable to a particular job. Robbins (2016) argues that human resource performance is the function of interaction between ability and motivation. Mas'ud (2016) states that the intent of determining the purpose of performance is to set up aims not only for performance evaluation at the end of the period but also to manage the workforce during the period. Manzoor et al (2011) says that human resource performance is one's success in engaging in a job. Performance is basically the result of a single employee's work during a certain period. The success or failure of human resource performance is influenced by the performance level of the employee individually and in groups.

According to Tarricone and Luca (2015) there are 6 criteria that are used to measure how far individual human resource performance is: quality, quantity, timeliness, effectiveness, independence, and work commitment. In order to achieve a high level of performance, every individual in the organization must have the right ability (creating capacity to perform), work hard on his task (showing the willingness to perform) and possess supporting needs (creating the opportunity to perform). These three factors are important; failures in any one of these factors can lead to lower performance, and the establishment of limited performance standards.

Hsiu-Fen (2013) states that performance is a work achievement which can be demonstrated by an employee or staff as the achievement he can gain during a certain period of time in carrying the work charged to him, based on skills, experience and sincerity. Performance by Tarricone and Luca (2015) is the result of a person's overall success rate over a given period of time in the performance of tasks compared to various possibilities, such as standard work, target or objectives or criteria that have been previously determined and agreed upon. Furthermore, Manzoor et al. (2011) suggests that performance is a worker achievement which can be achieved by a person or group of persons in a work organization, in accordance with their respective responsibilities, in order to achieve the objective of the relevant organization legitimately, not infringing the law and in accordance with moral or ethical matters.

Based on the opinion from the experts on performance, it may be argued that performance is a description of the performance of individual employee within a certain timeframe. If it is related to the performance of Civil Servant Employees (PNS) of the Regional Secretariat of Semarang district, the performance of civil servants of the Regional Secretariat of Semarang district can be interpreted as the work result / achievement achieved by a member of the Secretariat of Semarang district in implementing the tasks assigned to him. The accomplishment of the work achievements shall consist of the following sub-elements: (1) having the competence and control of all matters in the field of their duties and other fields connected with their duties; (2) have the skills to perform their duties; (3) having experience in the field of his duties and other fields related to his duties; (4) earnestly and knowing no time in performing his duties; (5) having good physical and mental health; (6) implementing the duties efficiently and effectively; (7) the result of his work exceeds the average worker's performance, determined either in terms of quality or in terms of quantities. Indicators of HR performance according to Gholam et al. are: (1) Quality, is the quality of of human resource in his job responsibilities; (2) Quantity, is

the quantity of human resources in job responsibilities, (3) Knowledge, is the knowledge of human resources in the activities of his work, (4) The time accuracy, is the accuracy of human resources in completing his work.

## **ORGANIZATIONAL LEARNING**

Learning organization is a process or organization that aims to achieve the universal conditions (Guta, 2013). The concept of a learning organization begins as a serious debate since the 1970s. The appropriate definitions of the learning organization are subject to debate. However, it will be easier to understand that the learning organization is defined as an organization that empowers all its members to do the learning activities. The concept of self-organizing learning is often exchanged with the learning of organizational learning. Organizational learning is a process or activity of the organization that aims to achieve ideal conditions for an organizational learning. While understanding the organizational learning puts more emphasis on the organization that provides opportunities for individuals in it to learn and does not emphasize on the process of learning as the definition of the concept of organizational learning (Guta, 2013).

A good explanation about the difference between organizational learning and learning organization. Organizational learning is a concept used to describe the types of activities that exist within the organization at the time of organizational learning refers to the circumstances within and outside the organization. While the learning organization is the ability of the organization to create, acquire, and transfer knowledge and its behavior in the face of new knowledge and insight.

There are three stages of the process in organizational learning, namely information acquisition, information dissemination, and interpretation sharing. The information acquisition phase emphasizes the need for organizations to explore and gather useful information. Such information may come from direct experience, experience from other organizations, as well as past experience of the organization. The next stage is the dissemination of information related to the need for the organization to disseminate information obtained to all parts or individuals within the organization. Dissemination of information is seen as effective if the information can provide input according to the needs of each part of the organization. The last stage is sharing interpretations related to overall organizational capability in formulating its strategy globally to deal with existing competition. The better the strategy it produces, it should have a positive impact on the company's performance in the future.

Guta (2013) states that efforts to become an organizational learning are not impossible. Efforts to establish this organizational learning must take into account the cultural, strategic, structural and environmental factors of the relevant organization. The organizational learning indicators used in this study are: (Guta, 2013) (1) Learning Dynamics, (2) Organizational transformation, (3) Empowerment, (4) Information sharing, (5) Opportunity to develop. The results of the study conducted by Guta (2013), and Therin (2013) show that increased organizational learning is able to improve innovative behavior. Therefore the proposed hypothesis is:

**H1: When organizational learning improves, innovative behavior increases**



The learning orientation ultimately leads to performance improvements. It is possible that the learning orientation triggers the creativity of sales and that means the sales force works more intelligently. This is different from the performance orientation that will cause sales people to work harder. Yet these two orientations are equally perceived to improve their respective employment performance (Therin, 2013).

Research by Guta (2013) shows a positive and significant effect between the application of organizational learning with managerial motivation to improve his performance. The existence of encouragement to continue learning has motivated him to keep improving his abilities. In other words, with the existence of organizational learning, then the manager can improve his skills so as to improve his performance. The results of Guta (2013) and Therin (2013) study indicates an increase in organizational learning which is able to improve HR performance. Therefore, the proposed hypothesis is: **H2: When organizational learning improves, HR performance increases.**

## **ISLAMIC LEADERSHIP**

Islamic leadership is leadership that shapes values, attitude, behavior which are needed to motivate one self and others (Judge, 2012). Islamic leadership is a leader or oriented manager that enhances the ability to focus on developing human resources skills to improve the quality of HR performance. The attitude of a leader who always strives to uphold the truth and hold fast based on the guidance of Islamic teachings will be respected and obeyed. The leader loving the truth is only afraid of Allah Almighty, as the source and owner of the infinite truth. While the leader who is opposed to the truth would be categorized as the one who belongs to those rejecting the faith (Khan, 2014).

A leader who loves truth, fairness and honesty will pay great attention to the fate and interests of the people he leads. Then a just leader is very important to lead his people. A leader must take a great responsibility in maintaining the mandate, carrying the task for the welfare of the people. Leaders who are trusted and able to trust others and have confidence are responsible leaders. Leaders do not blame others for the purpose of escaping their responsibilities. But on the contrary, a leader always defends his organization members because he believes that he has done something in accordance with the instructions which are in accordance with the way of Allah SWT. In His word, God condemns the leader who is not responsible (Khan, 2014). In the leader's personality, devotion is fully shed on the ideals of upholding the teachings of Islam which means solely addressed to Allah SWT. Thus, the initiation and creativity advance the organization. The spirit to move forward, manifested through dedication, creativity and initiation must be based on high faith in Allah SWT (Salem and Agil, 2012).

The ability of leaders to mobilize and empower human resources will affect performance. Leadership role has significant impact on attitudes, behavior and performance of human resources. The effectiveness of the leader is influenced by the characteristics of his subordinates and related to the communication process that occurs between the leader and subordinate. Leaders are said to be unsuccessful if unable to motivate, mobilize and satisfy human resources in a particular job and environment. The leader's role is to encourage subordinates to have competencies and opportunities to develop in anticipation of every challenge and opportunity

in work. The indicators of Islamic leadership are: (Judge, 2012) (1) Emphasizing on morality, (2) Based on Shari'a of religion, (3) Leading is carrying out the mandate, (4) The results of the study of Judges (2012) show that increasing Islamic leadership is able to improve innovative behavior. Therefore the proposed hypothesis is:

**H3: When Islamic leadership increases, innovative behavior increases.**

Islamic leadership is a leadership that forms the values, attitudes, behaviors needed to motivate oneself and others with intrinsic motivation, thus achieving a sense of spiritual survival is based on Islam. The closest term to Islamic leadership is *Akhlaq*. In the Qur'an the term directly related to Islamic leadership is *al-khuluq*. *Al-khuluq* comes from the basic word *khaluqa-khuluqan*, which means, behaviour, character, chivalry, and courage. Islam gives the guidance of the creed of *Tawheed*, the basis of *tawhid* is combined with the example given by the Prophet who is expected to produce humans who have good morals or ethics. Morals exemplified by the Prophet is based on the instructions of the Qur'an. The results of the study by Judges(2012) show that increasing Islamic leadership can improve the performance of human resources. Therefore the proposed hypothesis is:

**H4: When Islamic leadership rises, the performance of human resources increases.**

## **INNOVATIVE BEHAVIOR**

Innovative behavior is a process whereby individuals are able to work with strong innovative power by communicating one's intellectual capital to the other (Xiangyin and Zheng, 2014). Human resources are one of the most important factors in the organization, since the quality of the organization itself is highly dependent on the quality of human resources as human resources and service providers in an organization. Basically, in order to obtain innovative human resources that are appropriate to the needs of a strategy for managing human resources, good human resource management will provide progress for the organization especially in the face of constantly changing and growing circumstances (Xiangyin and Zheng, 2014). Innovative behavior is a process whereby the individual is able to work with strong innovative power by communicating the intellectual property that a person has to another (Xiangyin and Zheng, 2014).

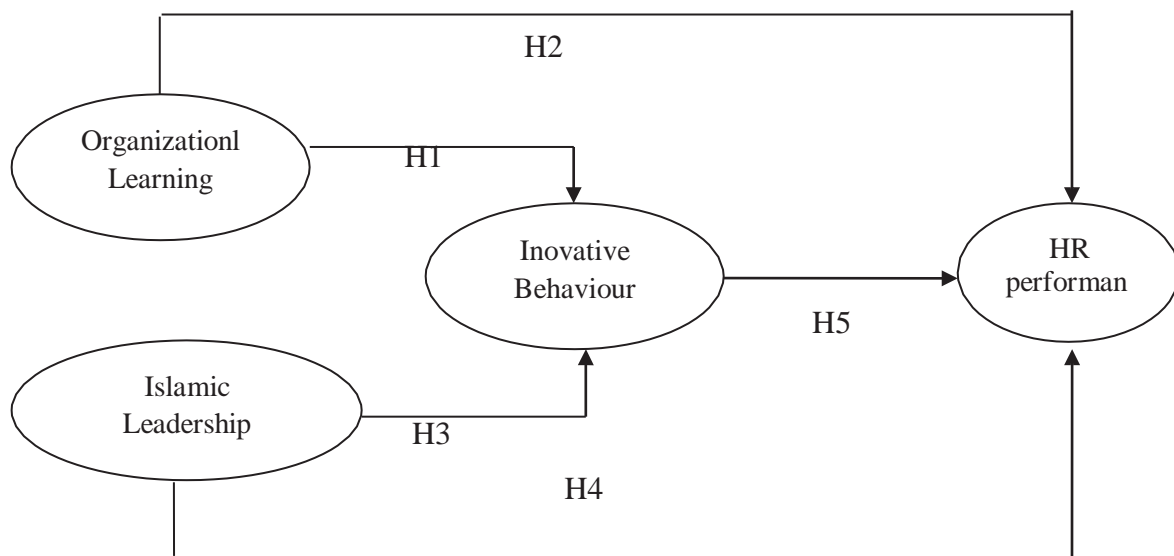
Another definition stated by Dorner (2012) that innovative behavior is all individual behaviors directed to produce, introduce, and apply new things, which are useful in various levels of organization. Innovative behavior indicators are as follows: (Xiangyin and Zheng, 2014) (1) new ideas, (2) new ways, (3) new techniques.

Companies need to make innovative behavior improvements that is by often holding training for employees both soft skills and hard skills. With frequently trainings companies hold, it will be helpful for employees to become more trained and get used to showing ideas they have and able to fight for new ideas that are planned and done so that the employee's performance will increase. The results of Xiangyin and Zheng (2014) and Dorner (2012) studies show that increasing innovative behavior can improve HR performance. Therefore the proposed hypothesis is:

**H5: When innovative behavior increases, HR performance increases.**

In order to improve Innovative Behavior, it can be carried out through Organizational Learning (Guta, 2013 and Therin, 2013) and also through Islamic Leadership (Judge, 2012), so that HR Performance is also expected to increase. Based on the above explained framework that good human resource performance needs to be supported by the innovative behavior of human resources, the more innovative then the more performance will increase. Increased HR innovation needs to be supported by a strong organizational learning from human resources and Islamic leadership that can encourage more innovative human resources to improve their performance.

## THEORETICAL FRAMEWORK



## RESEARCH METHOD

The population in this study was all human resources working in Secretariat of Semarang district accounted for 115 human resources. The sampling technique used in this study was a census where all the available population were sampled, so this study used 115 respondents. To test the effect of the intervening variable, the path analysis method was used.

## RESULT ANALYSIS AND DISCUSSION

### Hypothesis Testing

#### Equation 1

To test the hypothesis by using t-test and f-test, regression analysis is needed, linear regression analysis is used in this study with the purpose to know whether or not there is effect of independent variable (Imam Ghazali, 2001), namely: organizational learning and Islamic leadership towards innovative behavior. The statistical calculations in the linear regression analysis in the study use SPSS for Windows 11.0 computer program. The summary of data processing results using SPSS program can be seen as follows:



**Table 1. The Result of Equation Regression 1**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.458	.175		2.621	.010
	OL	.211	.063	.311	3.349	.000
	IL	.860	.066	.851	13.075	.000

Source : Primary analyzed data, 2017

Table 1 shows the multiple linear regression equation as follows:

### **Innovative Behavior = 0.311 Organizational Learning + 0.851 Islamic Leadership**

Coefficient of determination is an indicator about the magnitude of the effect of independent variables on the dependent variable. The coefficient value of determination is shown by adjusted value R<sup>2</sup>. The results of this study give the result of adjusted R<sup>2</sup> value of 0.732. This indicates that 73.2% of innovative behavior can be explained by organizational learning and Islamic leadership, while the remaining 26.8.5% of innovative behavior is affected by other variables which are not included in this model. This indicates that innovative behavior is not only affected by organizational learning and Islamic leadership, but there are other variables that affect innovative behavior.

**Table 2. Determination Coefficient**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 <sup>a</sup>	.737	.732	.53241

#### **1.1. The Influence of Organizational Learning (X1) on Innovative Behavior (Y1)**

Partial test of variable X1 (organizational learning) has a regression coefficient of 0.311 with a significance of 0.000. A value of significance was smaller than 0.05 indicating that organizational learning variable has a significant effect on innovative behavior. The direction of positive regression coefficient indicates a positive effect of organizational learning on innovative behavior. This indicates that employees who have good organizational learning have more innovative behavior.

#### **1.2 The Effect of Islamic Leadership (X2) to Innovative Behavior (Y1)**

Partial test of variable X2 (Islamic leadership) has a regression coefficient of 0.851 with significance of 0.000. A value of significance was smaller than 0.05 indicating that Islamic leadership variable has a significant effect on innovative behavior. The direction of positive regression coefficient indicates a positive effect of Islamic leadership on innovative behavior. This indicates that employees whose strong Islamic leadership of the organization have innovative behavior.

### 1.3. f-Test

The overall regression test was performed by using F test. This test was performed by using 5% significance level.

**Table 3. fTest**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.462	2	41.231	145.454	.000 <sup>b</sup>
	Residual	29.480	104	.283		
	Total	111.942	106			

The result of the f-test which examined the effects collectively has an estimated F of 145.454 with a significance of 0.000. This indicates that organizational learning and Islamic leadership together have a positive effect on innovative behavior, meaning when the significance value is smaller than 0.05. This shows that organizational learning and Islamic leadership have a significant effect on innovative behavior

### Equation 2

The summary of data processing results using SPSS program are as follows:

**Table 4. The Result of Equation Regression 2**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.633	.227		2.791	.006
	OL	.432	.079	.464	5.455	.000
	IL	.335	.134	.236	2.500	.019
	IB	.333	.123	.346	2.707	.008

Source : Primary analyzed data, 2017

**Table 4.4 shows the multiple linear regression equation as follows:**

$$\text{HR Performance} = 0.464 \text{ Organizational Learning} + 0.236 \text{ Islamic Leadership} + 0.346 \text{ Innovative Behavior}$$

Coefficient of determination is an indicator about the magnitude of the effect of independent variables on the dependent variable. The coefficient of determination is shown by adjusted value R<sup>2</sup>. The result of this research gives result of adjusted R<sup>2</sup> equal to 0,543. This indicates that 54.3% of human resource performance can be explained by organizational learning, Islamic leadership, and innovative behavior while the remaining 45.7% of HR performance is affected by other variables which are not included in this model. This indicates that HR performance is not only affected by organizational learning, Islamic leadership, and innovative behavior but there are other variables that affect HR performance.

**Table 5. Determination Coefficient**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 <sup>a</sup>	.556	.543	.66885

**Effect of Organizational Learning (X1) on Human Resource Performance (Y2)**

Partial test of variable X1 (organizational learning) has a regression coefficient of 0.464 with a significance of 0.000. A value of significance was smaller than 0.05 indicating that organizational learning variable has a significant effect on HR performance. The direction of positive regression coefficient indicates the positive effect of organizational learning on HR performance. This indicates that employees who have good organizational learning have better HR performance.

**The Influence of Islamic Leadership (X2) on Human Resource Performance (Y2)**

Partial test of variable Y1 (innovative behavior) has regression coefficient of 0,346 with significance equal to 0,008. A value of significance was smaller than 0.05 indicating that innovative behavior variable has a significant effect on HR performance. The direction of the positive regression coefficient shows the positive effect of innovative behavior on HR performance. This indicates that employees with high innovative behavior can improve the performance of human resources.

**2.4. f-Test**

The overall regression test was performed by using F test. This test was performed using 5% significance level.

**Table 6. fTest**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.663	3	19.221	42.965	.000 <sup>b</sup>
	Residual	46.079	103	.447		
	Total	103.741	106			

The result of F-Test examining the effect collectively has an estimated F of 42.965 with a significance of 0.000. This indicates that organizational learning, Islamic leadership and innovative behavior together have a positive effect on HR performance, meaning like that when the significance value is smaller than 0.05. This shows that organizational learning, Islamic leadership and innovative behavior have a significant effect on HR performance.

**DISCUSSION**

The result of hypothesis test 1 is accepted, where the direction of positive regression coefficient shows the positive effect of organizational learning on innovative behavior. This indicates that employees who grow in organizations that support learning are able to achieve improved workforce enhancements. Employees are motivated to improve their quality. These motivated employees will continue to grow and develop and actively seek new solutions in the

face of problems that will have a greater opportunity to improve their innovation. Employees are no longer afraid to learn from their past experiences. This proves that organizational learning turns out to have a positive and significant effect in order to increase innovative behavior. The higher the learning of an organization's human resources have, the more they can improve innovative behavior. The results of this study support Guta's research, (2013); Therin, (2013) and Xiangyin and Zheng, (2014).

The result of hypothesis 2 test is accepted, where the direction of positive regression coefficient shows the positive effect of organizational learning on HR performance. This indicates that the implementation of the organizational learning with the motivation of employees can improve their performance. The existence of the impulses for learning motivates him to keep improving his abilities. In other words, the existence of organizational learning will enable employees to improve their skills so that they can improve their performance. The higher the learning organization of an employee has, the more he will be able to improve his performance. The results of this study support Guta's research, (2013); Therin, (2013) and Xiangyin and Zheng, (2014).

The result of hypothesis testing 3 is accepted, where the direction of positive regression coefficient indicates a positive influence of Islamic leadership on innovative behavior. This indicates that the ability of leaders in mobilizing and empowering human resources will affect performance. Leadership role has significant impact on attitudes, behavior and performance of human resources. The effectiveness of the leader is influenced by the characteristics of his subordinates and related to the communication process that occurs between the leader and subordinate. Leaders are said to be unsuccessful if unable to motivate, mobilize and satisfy human resources in a particular job and environment. The leader's role is to encourage subordinates to have competencies and opportunities to develop in anticipation of every challenge and opportunity in work. The higher Islamic leadership of an HR has, the more he can improve innovative behavior. The results of this study support Saleem and Agil's research, (2012); Judge (2012); and Khan (2014).

The result of hypothesis 4 test is accepted, where the direction of positive regression coefficient shows the positive effect of Islamic leadership on HR performance. This indicates that the Islamic leadership is a leadership that forms the values, attitudes, behaviors needed to motivate oneself and others with intrinsic motivation, thus achieving a sense of spiritual survival based on Islam. The closest term to Islamic leadership is Akhlaq. In the Qur'an the term directly related to Islamic leadership is al-khuluq. Al-khuluq comes from the basic word khaluqa-khuluqan, which means, behaviour, character, chivalry, and encouragement. Islam gives the guidance of the creed of Tawheed, the basis of tawhid is combined with the example given by the Prophet who is expected to produce humans who have good morals or ethics. Morals exemplified by the Prophet are based on the instructions of the Qur'an. The higher Islamic leadership of an HR, the more he can improve the performance of human resources. The results of this study support Saleem and Agil's research, (2012); Judge (2012); and Khan (2014).

The results of hypothesis testing 5 accepted, where the direction of positive regression coefficient shows the positive effect of innovative behavior on HR performance. This indicates

that the agency needs to do the enhancement of the innovative behavior that is by conducting the training for the employees of both soft skills and hard skills. With frequent training companies hold, so it will be helpful for employees to become more trained and get used to showing ideas and able to fight for new ideas which are planned and done so that the employee's performance will increase. The higher the innovative behavior of an HR person has, the more he can improve the performance of human resources. The results of this study support Dorner's research, (2012); Therin, (2013) and Xiangyin and Zheng, (2014).

## **Closing**

### **1. Conclusion of Hypotheses**

Based on the calculation of multiple regressi with Windows SPSS Software, the conclusion of the hypotheses is as follows:

1. When employees have learning dynamics, organizational transformation, empowerment, information sharing, and evolving opportunities, their innovative behavior increases. Organizational learning is able to increase innovative behavior of 0.311. The results of this study support Guta's research, (2013); Therin, (2013) and Xiangyin and Zheng, (2014).
2. When employees have learning dynamics, organizational transformation, empowerment, information sharing, and growth opportunities, their performance improves. Organizational learning is able to increase innovative behavior of 0.464. The results of this study support Guta's research, (2013); Therin, (2013) and Xiangyin and Zheng, (2014).
3. When employees always emphasize on morality, based on the rules of religion, leading is executing the trust, giving importance to subordinate, hence increasing innovative behavior. Islamic leadership is able to increase innovative behavior by 0.851. The results of this study support Saleem and Agil's research, (2012); Judge (2012); and Khan (2014).
4. When employees always emphasize on morality, based on syariat of religion, leading is executing trust, giving importance to subordinate, hence human resource performance increase. Islamic leadership can improve the performance of human resources by 0.236. The results of this study support Saleem and Agil's research, (2012); Judge (2012); and Khan (2014).
5. When employees have new ways, new ideas and new techniques, then HR performance will increase. Innovative behavior can improve the performance of human resources by 0.346. The results of this study support Dorner's research, (2012); Therin, (2013) and Xiangyin and Zheng, (2014).

### **2. Managerial implications**

The policy implications in this study can be suggested through the following points: Secretariat of Semarang district needs to improve organizational learning through learning dynamics, organizational transformation, empowerment, information sharing, and developing opportunities for employees in improving their innovative behavior. In addition to the proper



selection and placement, the job position needs to be done by the right person through good selection and appropriate placement so that the HR characteristic is in accordance with the job and do the job with full responsibility, the employee who has done his responsibility by completing the job fast and on time needs to be given self-development, it is expected that employees feel more appropriate to the work done, and fulfilled the need for his development. The dynamic learning indicator shows the weakest indicator of organizational learning in improving innovative behavior with the lowest index value, indicating that employees need more emphasis on increasing their competence in running their work activities in order to improve innovative behavior. Employees with strong organizational learning make employees work innovatively.

Secretariat of Semarang district needs to improve Islamic leadership by encouraging the leader to always emphasize on morality, based on the rules of religion, lead is to carry out the mandate, and giving priority to the people exemplified by the prophet based on the guidance from Qur'an. Secretariat of Semarang district needs to keep applying the Islamic leadership to strengthen HR performance. The indicator which gives importance to subordinate shows the weakest indicator of Islamic leadership in improving innovative behavior, indicated by the lowest indicator value. This indicates that the leadership needs to be more concerned with subordinates in carrying out their work activities in order to improve innovative behavior, with employees whose Islamic leadership that make employees work innovatively.

Secretariat of Semarang district needs to improve innovative behavior through periodical training to employees of village government staffs through soft skill training and brain storming to support good competence from the staffs of Secretariat of Semarang district to get new idea, new way, and new technique to improve their performance. Government of Semarang district also needs to do rotation to give refreshment to employees so as not to be bored with their work. The new technical indicators show the weakest indicators of innovative behavior in improving HR performance, indicating that employees need to be more innovative in working to improve HR performance, employees with strong innovative behavior make employees work better.

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