

A Model of Strengthening the Professionalism of Bank Employees

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ABSTRACT

This study aims to find a model for strengthening the professionalism of Bank employees through human capital, emotional intelligence (EQ), and integrity. The method employed an explanatory quantitative (survey) with the sampling technique used purposive sampling of 44 people from the population of experienced employees/experts about central banks in Indonesia with more than 15 years of work experience. The instruments in this research used questionnaires, and data analysis uses a correlation, and multi-regression. The findings of the study are: a) the correlation between human capital, emotional intelligence, and integrity together with the professionalism is positive and very strong (coefficient correlation $R^2 = 0.904$); b) human capital, emotional intelligence, and integrity make contribution together to the professionalism of bank employees is 90.40% and the remaining 0.60% by other factors; d) the model of improving professionalism of bank employees is: $Y = 0.076 + 0.419 X_1 + 0.314 X_2 + 0.263 X_3$ (Y = professionalism; X_1 = human capital; X_2 = emotional intelligence; X_3 = integrity); e) the human capital has a higher sensitivity to influence the professionalism than emotional intelligence and integrity. The results of this research have implications that employee professional behavior can be built through strengthening the competence of human resources, emotional intelligence (EQ), and employee integrity.

Keywords: professionalism, human capital, emotional intelligence, integrity, bank employees.

INTRODUCTION

Bank Indonesia is a central bank that is committed to continuing to carry out a transformation agenda in policy and institutional areas as a concrete step to build a professional, accountable, credible, and transparent central bank Perry Warjiyo [1]. Transformation in the policy area includes the development of various instruments, frameworks, and infrastructure to maintain price stability and exchange rate stability, as well as help maintain financial system stability and promote sustainable economic growth. Transformation in the institutional area is directed

at strengthening organizations and work processes, work culture, and human resources, as well as digital, whose formulation and implementation are carried out based on efficiency effectiveness, and compliance. Bank Indonesia's policy is also to continue the transformation of human resources in a planned, programmatic, and transparent manner to strengthen leadership with integrity, competence, professionalism, agility to change, and noble behavior. In the digital era, Bank Indonesia continues to accelerate digital transformation to support work processes, policies, and institutional development towards the vision of being a leading central bank; furthermore, to compete among the ASEAN Economic Community (AEC), it is necessary to improve the quality of human resources by strengthening the 'professionalism' of Bank Indonesia's employees' human resources. Minister of Finance Sri Mulyani [2] on 09/21/2020, stated that the Human Capital Index (HCI) of Indonesia in 2020 according to the World Bank report, had increased by 0.54, this shows that Indonesia's HCI value in 2020 has increased compared to Indonesia's HCI value in 2018, which was 0.53. Although there has been an increase, but the ranking among ASEAN countries is still below Singapore, Vietnam, Malaysia, Thailand, and the Philippines. HCI is a World Bank program designed to explain how health conditions in education can support the productivity of future generations. The World Bank [3] ranking position of HCI and its components on 87th, but on the Global Human Capital Index-WEF on 65th, we could conclude that the quality of Indonesia's human resources is still ranked 6th among ASEAN countries. In order to be able to compete among the ASEAN Economic Community (AEC), so Indonesia needs to improve the quality of human resources by strengthening the professionalism of human resources through human capital, emotional intelligence and integrity. This is according to the results of Soehari et al.'s research [4], that competence and career are important elements in human capital that affect performance, where performance is a reflection of professional behavior. Furthermore, Soehari et al [5] argue that human capital policies that focus on training, and competence will have an impact on improving employee performance, which will affect professionalism. Based on the phenomenon mentioned above, research on strengthening professionalism through human capital is essential. The findings of the Center for Psychological Innovation of Pajajaran University [6] (2020) show that emotional intelligence (EQ) contributes twice as important in influencing success than IQ. Haryani [7], revealed that the results of the 2022 Integrity Assessment Survey (SPI) organized by the Corruption Eradication Institution in Indonesia showed that all Ministries/Institutions/ Governments had decreased compared to 2021, with a national SPI index value of 71.94. The value of the national SPI index of 71.94 is still not optimal, so efforts are needed to improve (for example, the SPI index to 80.00 to 90.00) to build the professionalism of human resources in an institution.

Based on the above findings, human capital, emotional intelligence, and integrity should be considered to be important factors in efforts to improve the quality of human resource professionalism in strategic institutions such as the Central Bank. Therefore, strengthening human capital, emotional intelligence, and integrity to improve the professionalism of human resources in the Central Bank is crucial. This study aims to determine a mathematical model to strengthen the professionalism of Bank employees through human capital, emotional intelligence, and integrity. The expected contribution is the discovery of a regression equation model that can be used as a policy basis to improve the quality of human resource professionalism of the Central Bank, which can also be used as a basis for strategies to improve the quality of human resource professionalism in other institutions.

LITERATURE REVIEW

Professionalism

Dessler [8], opinion that professionalism is a creativity from employees who have the potential to provide benefits for the company by providing optimal service. Company employees must understand how the company operates, including strategic planning, production, and finance, and marketing. They must be able to participate in the management team to formulate a plan for how the company responds to pressure in competing. The employees must be able to capture the meaning of return on investment, payback period, and cost per unit of service, which is a commonly talked about business language. Hall [9] (2008) stated that professionalism is a person's ability to set output, both related to services and building a system to deliver expected results. In this case, it includes managing the business system with discipline, related to financial performance, the effectiveness of human capital management related to services to customers, shareholders, etc.

United Nations [10], explain that a person's professionalism is the core value of an institution, namely the ability to work competently, committed, and calmly which is a significant factor for all employees of an institution. Furthermore, Melo [11] stated that the professionalism of employees is reflected in their creativity in coming up with clear ideas for carrying out their duties to improve their performance to support the success of their institution's business. Furthermore, Ramadhan [12] explained that professionalism is a systematic work to meet the needs of community members. A profession must be carried out by people who have professional abilities following the norms of professionalism, namely caring and having a commitment to the quality of their work, having technical skills, dedicated to the interests of the customer community, and sincere to helping others who need it.

Puspitayani and Suartana [13] stated that a profession is a job that in its implementation, can meet certain requirements, while professionalism is an attribute that an individual has regardless of whether his job is a profession or not. Professionalism is an attribute based on behavior, goals, or qualities as a sign of a characteristic or profession of a professional (Kalbers & Fogarty [14]; Mintz, et al. in Puspitayani and Suartana [15]). Furthermore, Hardjana in Puspitayani and Suartana [16] stated that professional is a term for someone who carries out his profession following his expertise. Budiningsih et al [17] explained that professionalism is the ability of individuals to work with behavior that follows organizational culture, have adequate competence and information; implement continuous learning; anticipatory, creative, innovative, and trustworthy character; and have the ability to analyze and draw conclusions about basic principles and work procedures.

Based on the above explanation, it can be stated that the characteristics of professionalism include: a) having a strong fighting spirit, which is reflected in perseverance, fortitude, not easily satisfied, never giving up, and continually improving quality; b) always pursuing perfect results; c) having integrity to maintain high work effectiveness; d) having meticulousness followed by a high commitment to producing quality work; e) being proud of their work and demonstrating personal commitment to the quality of their work, f) striving to understand and master the scope and workflow of work; g) being capable, agile, skilled, creative and always taking the initiative to improve the quality of work; h) make conclusions on basic principles and procedures for the smooth implementation of their duties; being able to analyze the situation, and i) being reliable and tested in their field of duty.

Human Capital

Baron and Armstrong [18] revealed that human capital is related to the mastery and development of knowledge, skills, abilities, capacities, and innovations of people in organizations. There are many theories about human capital, but Baron and Armstrong focus more on intellectual capital which consists of 3 elements, namely:

- (a) **Human Capital:** knowledge, skills, abilities, and capacity to develop and innovate possessed by people in an organization;
- (b) **Social Capital:** structures, networks, and procedures that enable people in the organization to acquire and develop their intellectual capital in the form of the availability and flow of knowledge derived from relationships inside and outside the organization;
- (c) **Organizational Capital:** The organization's intellectual property, namely: institutionalized knowledge possessed by the organization that is stored in databases, manuals.

Human capital in management can support and develop the ability of line managers to carry out their duties in the following areas: leadership, productivity, improving customer service, and controlling employee turnover and absenteeism. Hall [19] presented related to human capital factors, which include setting strategies, clarity of capabilities and accountability; focusing on critical roles, comprehensive and integrated, measurable and managed as well as managing money; Focus on external customers, result-oriented, pro-active and focus on year-on-year development. Soehari et al. [20] showed important factors in the application of the concept of human capital, which include: intelligence, skills, morality, character, creativity, and innovation. These factors are essential for positioning people as assets, creating value for the organization, and providing remuneration, development, training, and career improvement so that human resources can perform well to support the success of the institution. In general, Hall and Soehari's opinions complement each other and can serve as indicators of human capital.

Emotional Intelligence

Goleman, as cited in Bahyudi and Soehari [21], states that emotional intelligence is a person's ability to motivate themselves to a) manage their mood and maintain it so that the stress they experience does not interfere with their ability to think and produce the best solutions; b) cope with pressure that can cause frustration; c) control their desires to avoid overindulging in pleasures; d) appreciate and care for others; e) always draw closer to God Almighty. In other words, emotional intelligence is a skill in understanding one's own emotions and the emotions of others to achieve outcomes that align with one's desires and those of others.

Budiningsih et al [22] stated that emotional intelligence is related to soft skills, while hard skills are related to intelligence. Soft skills are related to a person's characteristics to be able to interact, socialize, and collaborate with other people/parties. Bar-On. Et al [23] stated that emotional intelligence is the ability to influence the process of psychological adjustment, by knowing oneself and others to be able to express oneself and establish harmonious relationships with others so that individuals can overcome daily demands, challenges, and pressures.

Furthermore, Konrad & Gabrijelči [24] explain that emotional intelligence includes three adaptive abilities, namely; a) the ability to control emotions in oneself and others; b) the ability

to evaluate and express the emotions of oneself and others, and c) the ability to use emotions to solve problems in decision-making, for example in flexible planning, creative thinking, attention, and non-directive motivation.

Sudibjo & Sutarji [25] explain that the outline of emotional intelligence includes the following dimensions: a) personal & social skills; b) the ability to understand themselves and others; and c) adaptability in cooperating/relating to others. Based on the various definitions of emotional intelligence is a person's ability to manage and understand emotions in themselves and also in others, which can be used to achieve desired results from themselves and others. This is characterized by being non-emotional, possessing personal and social skills, the ability to understand oneself and others, and being adaptable in collaborating/relating with others.

Integrity

Karssing [26] argues that integrity is a person's ability to carry out his duties well, with care and responsibility, taking into account all relevant interests. In general, the characteristics of a person who has integrity are, among others: intelligent, honest, tough, reliable, responsible, self-controlled. Integrity is a professional to carry out tasks efficiently, and effectively which needs to be supported by: competence, insight, the ability to make quick and correct decisions, and upholding ethics and morals, so that success is achieved for oneself, the organization, and stakeholders. Integrity is a commitment to do something right and ethically by comply with the values and norms that apply in the community to achieve superior performance.

The issue of integrity is related to one's trust, and credibility; A professional with high integrity is considered trustworthy, and credible, i.e. possesses: analytical ability to conclude right and wrong, has stance on what he believes, maintains confidentiality of information, encourages ethics when discussing business and work issues, and is committed to following up on what has been agreed. Integrity is the quality of acting following or in harmony with relevant moral values, norms, and rules, with the right choice of thought path. Huberts [27] and Huberts [28] view the importance of integrity instruments being included in the government agenda, which means that all government policies must pay attention to moral values and norms in decisionmaking and its implementation; a) integrity is an assessment item for leaders and all members of an institution; b) integrity helps to form anti-corruption as the duty and responsibility of the members of the institution; c) the implementation of the strategy of integrity must be based on adherence to values and focus on what is wrong (violation); d) the effectiveness of integrity to strengthen the credibility of the institution. Anechiarico and Jacobs [29] argue that integrity can overcome the possible positive and negative side effects of credibility.

Furthermore, Huges, et al [30] stated that integrity has two crucial aspects, namely expertise and trustworthiness. A person can lose trust, that is a key element of integrity, when perceived as: a) incapable of providing solutions to problems that arise; b) immoral; c) does not keep its promises; d) treason; e) does not commit to fight for the interests of its organization. United Nations [31] states that integrity is the key values that must be applied by all employee regardless of the nature of their role to: openly, and objectively, work honestly in implementing the values embraced the institution. Furthermore, according to the United Nations, positive indicators of integrity include:

- a) applying institutional values such as objective neutrality, fairness, and honesty, and upholding the truth in carrying out daily tasks;
- b) consistently upholding the principles that apply to an institution
- c) carrying out duties selflessly, i.e. prioritizing the completion of tasks over personal gain;
- d) making decisions objectively and rationally and resisting undue political pressure;
- e) not abusing power or authority;
- f) supporting organizational interests in every decision-making process even if it involves making an unpopular decision;
- g) taking prompt action when unprofessional or unethical behavior occurs.

The negative indicators include:

- a) interpreting principles and ethics carelessly without careful consideration;
- b) seeking personal gain;
- c) too easily compromising when faced with pressure;
- d) being subjective to certain problems related to individual and group problems;
- e) is untrustworthy and unreliable;
- f) has the potential to commit dishonest acts.

Furthermore, Budiningsih et al [32] argue that professional character with integrity will be able to face problems, build trust, and integrate the interests of all stakeholders by upholding morals and ethics. Based on a above description and observing the phenomenon in the global era, where the management of an organization/institution or activity often violates ethics or social values and disregards the professional character of its managers or leaders. This underlies that this research is important, with a research sample of central bank of Indonesia in Jakarta employees as one of the strategic institutions.

The hypothesis (H1) in this research is proposed that there is a positive and strong correlation between human capital, emotional intelligence, and integrity together with professionalism, and it significantly contributes to strengthening employee professionalism.

This research is hoped that can find a model for strengthening the professionalism of employee Bank or similar institutions by reinforcing human capital, emotional intelligence, and employee integrity.

METHODOLOGY

Sample and Data Collection Procedure

The research method used in quantitative explanatory empirical studies used a survey with dependent variables (Y): professionalism and independent human capital variables (X₁); emotional intelligence (X₂), and integrity (X₃). The sampling technique used purposive sampling of 44 people from the population of experienced employees/experts about central banks, namely Bank Indonesia bankers who have more than 15 years of work experience at the Central Bank of Indonesia Jakarta. The data collection technique applied a questionnaire instrument, which before being used for research, underwent validity and reliability testing.

Data Analysis

Data analysis was performed using inferential statistical analysis, specifically correlation and multiple regression, with the assistance of SPSS. Before regression analysis, prerequisite tests

were conducted, including normality, heteroscedasticity, autocorrelation, and multicollinearity tests Safari [33]. The variables and indicators of the research are presented in Table 1, and the constellation of the research issues is illustrated in Figure 1.

Table 1: Variables & indicators of the research

Variable	Indicators
Professionalism	<ul style="list-style-type: none"> Innovative & creative, understanding strategic plans, building/managing systems, responsibility, high emotional intelligence
Human Capital	<ul style="list-style-type: none"> Competent in their field of duty, social skills, and upholding morality/ethics.
Emotional Intelligence	<ul style="list-style-type: none"> Self-recognition, self-motivation, self-regulation, empathy, and collaboration.
Integrity	<ul style="list-style-type: none"> Uphold work ethics, be trustworthy, be objective, be able to manage conflicts, and dare to take risks.

Note: The author compiled the indicators for these research variables using the literature review analysis method.

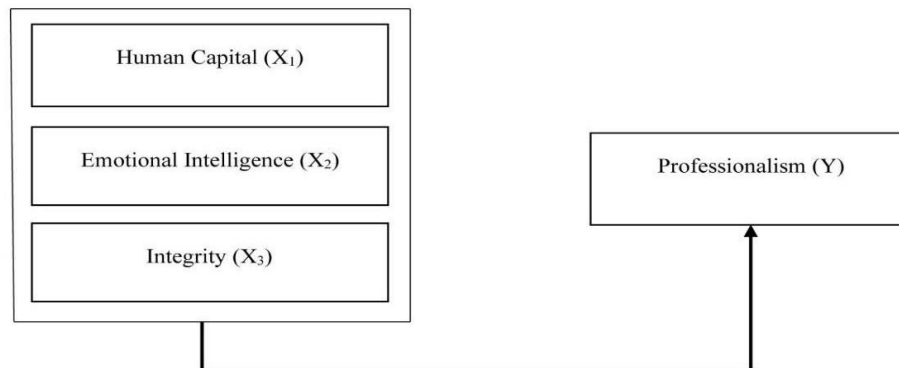


Figure 1: Research's Conceptual freamework

RESULTS

Characteristics Respondent

The respondents of the study were 44 people from various work units at Bank Central Indonesia in Jakarta who met the requirements as experts/leaders/practitioners of Bank Indonesia (work experience of more than 15 years at Bank Central Indonesia in Jakarta). The characteristics of the respondents are presented in the following Table 2.

Table 2: Characteristics respondents

Characteristics Respondent	Sum	Percentage
Gender:		
Woman	10	22,72
Man	34	77,27
Age:		
30-40	17	38,64
41-50	10 6	22,73
51-60	11	13,64
>60		25,00

Education:		
Diploma	0	0
Bachelor (S1)	24	54,54
Master's degree (S2)	19	43,18
Doctor (S3) Position	1	2,27
Director	6	13,64 6,82
Deputy Director	3	29,54
Assistant Director	13	50.00
Manager	22	

Source: SPSS Research Data Processed (2024)

Validity and Reliability Test

The Validity Test is carried out to test the extent to which a measurement tool accurately measures what it is supposed to measure. An instrument is deemed valid if it can effectively measure the intended constructs. The data is declared usable or valid if the calculated *r* value is greater than the table *r* value the same goes for reliability or the values of Cronbach's Alpha if item deleted. The number of samples taken for the instrument test was 30 respondents, declared valid if the *r* value (validity) or corrected item total correlation was calculated above 0.361; As for reliability or Cronbach's Alpha if item deleted, it is above 0.6. The results of the validity and reliability test can be seen in Table 3 below.

Table 3: Test results of validity and reliability of research instruments

	Variable	Valid Instrument	r-Count Value (Product Moment) r-counts ≥ 0.361	Reliability Coefficient	Description
1	Professionalism	10	0.746 - 0.910	0.966	Valid and reliable
2	Human Capital	9	0.774 - 0.939	0.964	Valid and reliable
3	Emotional Intelligence	10	0.772 - 0.914	0.97	Valid and reliable
4	Integrity	10	0.739 - 0.954	0.973	Valid and reliable

Source: SPSS Processed Research Data (2024)

Test Requirements Analysis

The analysis requirements test is carried out to ensure that the resulting regression equation is unbiased and consistent. The data intended for regression analysis will undergo preliminary tests to assess: normality, heteroskedasticity, autocorrelation, and multicollinearity.

Normality Test:

The normality test was carried out to test whether the research data was normally or abnormally distributed. The normality test was carried out on all variables with a total of 44 respondents using Kolmogorov-Smirnov. The results of the normality test can be seen shows the value of Sig = 0.200 > 0.05. This indicates that the research data is normally distributed, so the data can be used for further analysis.

Heteroscedasticity Test:

The heteroscedasticity test was carried out to test whether there was a variance difference from the residual data to another observation, the results of testing the value of F Sig = 0.499 > 0.05

and the Sig value of each free variable (human capital, emotional intelligence, and integrity) Sig value > 0.05, it is concluded that the research data did not occur heteroscedasticity.

Autocorrelation Test:

The autocorrelation test is intended to test whether the error of data in a certain period is correlated with another period. The test method uses Durbin-Weston (DW). In this study, the Durbin-Weston value = 1.831, namely > 1 and < 3, so there was no autocorrelation in this study.

Multicollinearity Test:

The multicollinearity test is intended to test whether the multiple linear regression model in this study correlates with bound variables. The multicollinearity test in this study was carried out by observing the tolerance and variance inflation factor (VIF) figures. The results of the multicollinearity namely: VIF value for human capital (X_1) = 8.320; emotional intelligence (X_2) = 8.817; and integrity (X_3) = 6.097. This shows that all independent variables **do not obtain** a VIF value below 0 and are still below 10 (between 1-10), so it can be concluded that there is no multicollinearity.

Correlation and Multiple Regression Analysis

Correlation Analysis (R):

The results of the multiple correlation analysis (R) and determination (R^2) can be seen as presented in Table 4, namely, the multiple correlation values between human capital, emotional intelligence, and integrity together with professionalism is = 0.951, which means that the relationship between human capital, emotional intelligence, and integrity together with professionalism is 'positive' and 'very strong'; while the determination value (R^2) is = 0.904, this shows that the contribution (contribution) of human capital, emotional intelligence, and integrity together to the formation of professionalism character is quite large, which is 90.40%, and the remaining 9.60% by other factors. Based on this description, the hypothesis is accepted that there is a positive relationship between human capital, emotional intelligence, and integrity together with employee professionalism.

Table 4: Results of correlation analysis (R) & determination (R²)

Model Summary							
Change Statistics							
	R	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.951 ^a	0.904	126.108	3	40	0.000	1.831
Predictors: (Constant), Human Capital, Emotional Intelligence, Integrity							
Dependent Variable: Professionalism							

Source: SPSS Processed Research Data (2024)

Multiple Regression Analysis:

Based on the results of the multiple regression coefficient analysis (see Table 5), it can be formulated that the mathematical model of multiple regression relationships between human capital (X_1), intelligence (X_2), and integrity (X_3) together with professionalism (Y) is

$$Y = 0.076 + 0.419 X_1 + 0.314X_2 + 0.263X_3. (1)$$

Table 5: Results of multiple regression coefficient analysis

	Model	Unstandardized Coefficients Std. B Error		Standardized Coefficients Beta	t	Sig.
1.	(Constant)	0.076	0.233		0.327	0.746
	Human Capital	0.419	0.155	0.381	2.703	0.010
	Emotional Intelligence	0.314	0.147	0.311	2.139	0.039
	Integrity	0.263	0.110	0.289	2.396	0.021
a. Dependent Variable: Professionalism						

Source: SPSS Processed Research Data (2024)

Furthermore, the test of the significance of the constant and the multiple regression coefficient is explained as follows:

The value of the constant is 0.076 with a significance level (Sg) = 0.746 > 0.05; this shows that there is an insignificant influence of constants on professionalism (Y); if there is no human capital (X₁), emotional intelligence (X₂), and integrity (X₃) in a system, then the level of professionalism value (Y) = 0.076 which means very poor, the Central Bank of Indonesia in Jakarta must pay serious attention to human capital, emotional intelligence, and integrity.

The value of the human capital factor coefficient (X₁) = 0.419; with significance level (Sig) = 0.010 < 0.05; This shows that there is a significant influence of human capital on professionalism. The value of the coefficient of the human capital factor on professionalism = 0.419, which means that the sensitivity of the influence of human capital on professionalism is 0.419. This factor coefficient implies that if there is an increase in the quality of human capital per unit, then the quality of professionalism will increase by 0.419 units. Human capital also has the highest sensitivity value, meaning in making organizational policies to improve human resource professionals in the Central Bank of Indonesia. The top priority is to increase human capital. The results of Soehari et al. (2017a) show that competence & career are the most strategic human capital factors to support better employee performance; while compensation is not a significant human capital factor to support better employee performance. Therefore, in this context, human capital factors such as employee competence and career must be a priority concern of Bank Central Indonesia to continuously develop.

The value of the emotional distress factor coefficient (X₂) = 0.314; with the significance level (Sig) = 0.039 < 0.05; indicating a significant influence of emotional intelligence on professionalism. The value of the emotional intelligence factor coefficient = 0.314, suggesting that the sensitivity of the influence of emotional intelligence on professionalism is 0.314. This factor coefficient implies that for each unit increase in the quality of emotional intelligence the quality of professionalism increases by 0.314 units. Emotional intelligence has the second sensitivity value after human capital; so in the organization's policy to improve HR professionals at the Central Bank of Indonesia, the second priority is to increase the emotional intelligence of its employees. According to Budiningsih et al. (2020), a person's emotional intelligence is a *soft skill*, which is a soft skill that an employee needs to have to 'cooperate' and 'socialize' with others, which is crucial in the workplace during the era of globalization. The value of the integrity factor coefficient (X₃) = 0.263, with the level of Significance (Sig) = 0.021 < 0.05; indicating a significant influence of integrity on professionalism. The value of the integrity factor coefficient = 0.263, which means that the sensitivity of the influence of integrity

on professionalism is 0.263. This factor coefficient implies that for each unit increase in the quality of integrity, the quality of professionalism increases by 0.263 units. Integrity also has a sensitivity value in third place after human capital and emotional intelligence; Therefore, in making organizational policies to improve HR professionals at the Central Bank of Indonesia, the third priority is to improve the integrity of its employees. Integrity is a component of professional behavior, this is relevant to the results of research by Ismail, S.H.S. et al. (2009), that there are five main characteristics of professional behavior, namely (a) competent and knowledgeable (b) practicing lifelong learning (continuous learning) (c) being anticipative, creative and innovative (d) being trustworthy and having integrity. (e) being able to analyze and conclude basic principles and work procedures for further development.

Multiple Regression F Test:

The F test is intended to determine the influence of the variables free of human capital (X_1), emotional intelligence (X_2), integrity (X_3), and constants together in the regression equation have a significant or insignificant effect on the bound variable, namely professionalism (Y). The results of the multiple regression F test analysis can be seen in Table 6; The value of $F = 126.108$ with $Sig = 0.000 < 0.05$, indicating that all independent variables namely human capital (X_1), emotional intelligence (X_2), integrity (X_3) and constants, have a significant effect on the dependent variable of professionalism (Y).

Tabel 6: Multiple regresion F test

ANOVA ^a						
	Model 1	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.300	3	8.433	126.108	.000 ^b
	Residual	2.675	40	0.067		
	Total	27.975	43			
Dependent Variable: Professionalism						
Predictors: (Constant), Integrity, Human Capital, Emotional Intelligence						

Source: SPSS Data Processing Results (2024)

IMPLICATION

Managerial Implications

Research contribution: to find a regression equation model that can be used as a policy basis to improve the quality of professionalism of Central Bank employees and can also be used as a basis for strategies to improve the quality of human resource professionalism in other institutions. The novelty in this study is that if the management of an institution ignores Human Capital, Emotional Intelligence, and Integrity, then the professionalism of an institution's human resources will be very bad with an index of 0.076 on a maximum scale of 5.

These findings imply that the Central Bank should strengthen:

- Strengthening human capital which focuses on: (1) the abilities, behavior, and personal energy of each employee that are useful for improving the performance of the institution; (2) a critical role that is very valuable to each component of the organization and its personnel comprehensively, integrated, measurable, and optimally managed; (3) Always strive to master and develop the knowledge and skills necessary to complete their duties and obligations.

- Strengthening Emotional Intelligence which focuses on: (1) the ability to communicate well orally, verbally, and in writing; (2) the ability to recognize oneself and others to express oneself and establish harmonious relationships with others; (3) the ability to interact, socialize, and collaborate with other people/parties.
- Strengthening Integrity which focuses on: (1) the ability to find the best solution objectively in making decisions when under any conditions, including if under pressure; (2) intelligent, firm and firm in implementing the principles and work ethics of the Institution; (3) Always try to find the best solution to help subordinates who are not / less professional in handling their work.

Limitations and Future Avenues of Study

The limitations of this study include: the research sample was drawn only from the population of Central Bank employees based in Jakarta, and it is hoped that future research can take samples of Bank's employees from all regions of Indonesia. Factors outside such as work facilities & infrastructure, work environment, etc. have not been used as variables in research to strengthen employee professionalism, so it is recommended for future studies can use employee external variables.

CONCLUSION

Based on the above description, it can be concluded that; a) human capital, emotional intelligence, and integrity play a crucial role in improving the quality of the professionalism of the Central Bank's human resources; neglecting the role of these three variables can severely impact the professionalism of the Central Bank's human resources; b) human capital has the highest sensitivity value in enhancing the professionalism level of Indonesian central bank (BI) employees through the mathematical model $Y = 0.076 + 0.419 X_1 + 0.314X_2 + 0.263X_3$. (Y= professionalism; X_1 = human capital; X_2 = emotional intelligence; X_3 = integrity). This implies that in organizational policy-making to improve human resource professionals at the Central Bank of Indonesia, the main priority is to increase human capital; c) The priority sequence in contributing to strengthening professionalism after human capital is enhancing emotional intelligence and integrity.

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