

# The Effect of Socially Responsible Human Resource Management (SRHRM), Responsible Leadership on Absortive Capacity and Innovation Output in Savings and Loans Cooperatives and Syari'ah Nuri Financing East Java (KSPPS NURI JATIM)

Muhlas<sup>1</sup>, Amiartuti Kusmaningtyas<sup>2</sup>, Murgianto<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics and Business, University 17Agustus 1945 Surabaya

**Abstract**— Companies with a high level of concern for the environment will have a better image. Therefore, it is necessary to instill collective awareness in employees so that they have a concern for the environment. This study intends to examine the effect of Socially Responsible Human Resource Management (SHRRM), Responsible Leadership on Absortive Capacity and Innovation Output in the Koperasi Simpan Pinjam dan Pembiayaan Syari'ah Nuri Jawa Timur (KSPPS NURI JATIM). This type of research is an explanatory causal study with a population of all employees in the Koperasi Simpan Pinjam dan Pembiayaan Syari'ah Nuri Jawa Timur (KSPPS NURI JATIM) totaling 72 employees. The exogenous variables are Socially Responsible Human Resource Management (SHRRM) and Responsible Leadership. The endogenous variable is Innovation output. And the Intervening variable studied was Absortive Capacity. The research instrument was a structured questionnaire using a Likert Scale. The data analysis technique used the Structural Equation Model (SEM) tool, then the Partial Least Square (PLS) program was used. The results showed that Socially Responsible Human Resource Management (SHRRM) had an effect on the Absortive Capacity variable. Responsible Leadership has an effect on the Absortive Capacity variable. Socially Responsible Human Resource Management (SHRRM) has an effect on the Innovation Output variable. Responsible Leadership has an effect on the Innovation Output variable. Absortive Capacity has an effect on the Innovation Output variable.

**Keywords**— Socially Responsible Human Resource Management (SRHRM), Responsible Leadership, Absortive Capacity, and Innovation Output.

## I. INTRODUCTION

Environmental issues should be a common concern. Because the more days there are more and more problems that have to be solved regarding the environment. It takes awareness so that all parties want to play an active role. Remembering between humans and the environment is a unity that will never be separated. Human survival will be threatened if environmental problems are not considered properly. Humans will never be able to breathe easily, eat well and sleep well, if the environment is polluted. So that at this time it is really needed about human awareness about the environment, because it will have an impact on the sustainability of human life in the future. Therefore, it is necessary to instill awareness in ourselves and in the community about caring for the environment. And in the process of utilizing the environment, it must be in an environmentally friendly method and not carried out in an excessive manner. In the process of instilling this awareness, it is not only focused on the wider community, but can be done in the world of organizations because it cannot be denied, even though people who live in organizations have more knowledge than the general public, they do not necessarily have awareness and sensitivity to the environment that surrounds them. there is. So now it is mandatory for companies to take part in making people aware, especially employees, in protecting the environment.

And nowadays we see a lot of articles about going green which are often voiced to save the environment. Maybe this can

be done by the company to jointly socialize the green kangoo to the community, especially to employees within the company. So naturally the employees in the company have awareness to care and be sensitive to the environment. Go green is an act of re-greening or saving the earth because it is considered that the earth has suffered damage or global warming caused by excessive exploitation. So that companies do not only focus on profit but also think about environmental problems, because the environment is an important factor for to maintain human and corporate sustainability. Then at this time it is also important to be carried out by the company as a form of concern and sensitivity to the environment, namely being able to implement a green growth program. Green growth is economic growth that contributes to the responsible use of natural capital, prevents reducing pollution, and creates opportunities to create social welfare by building a green economy or green economy, and ultimately achieving sustainable development goals. Thus, these three terms cannot be separated; green growth, green economy, sustainable development (Kasztela, Armand. 2017). With this program companies can carry out economic activities that are not only focused on profit but also contribute to protecting the environment and society. So that natural resources are maintained and can be used continuously and human resources become healthy.

Companies with a high level of concern for the environment will have a better image. In particular, resource dependence theory focuses on the financial benefits and competitive advantages that can be obtained from a commitment to good

environmental management practices, whereas legitimacy and stakeholder theory is mostly concerned with enhancing the reputation and image of companies by adopting strong environmental management practices. In particular, the theory of resource dependence (Feng & Wang, 2016; Hart, 1995). Therefore, it is necessary to instill collective awareness in employees so that they have a concern for the environment. And in the process, of course, you must be equipped with knowledge, experience, whether it is obtained within the company or from outside the company. To get this is certainly not as easy as imagined, but must go through a long process, such as attending training, seminars, workshops and so on. To be an innovative employee.

Several previous research results, the results of the data analysis show that the prospect of green HRM, green ability and motivation has a significant relationship with green innovation (Umair Ahmed et al., 2020). The results of this study are that SRHRM can increase OCB, and prosocial motivation significantly moderates the relationship between SRHRM and OCB (Danping Shao et al 2019). The result is that effectively constructs of absorptive capacity and strategic interdependence are considered as boundary conditions for this relationship. Insights are also provided into the level of absorption capacity of traditional organizations (high vs. low) as well as into the degree of interdependence between them and their partners (symmetry vs. asymmetry), both of which determine the outcome of digital transformation. In line with this proposition, this framework advances our understanding of why traditional organizations struggle to be digitally transformed alone and provides implications for theory and practice. (Evangelia Siachou et al 2020).

In this study, research will be conducted on employee concern for the environment, especially in a company from a micro perspective, while research conducted by Hongdan, et al (2020) explores it from a macro perspective by involving the government. This study attempts to link that individual voluntary behavior to the environment in the company where he works can be realized if there is always an effort to train employees how to use resources within the company. These activities can certainly work if the management of human resources is centered on employees whose concept comes from corporate social responsibility. Thus, socially responsible human resource management helps to create a supportive and safe environment for employees (Shen and Benson, 2016). Employees are trained and able to adapt to changes in the business environment if the company also always carries out research and development activities so that employee knowledge is always updated from time to time (Martinez, et al., 2020).

The framework model as described above will be tested on cooperative employees with the hope that cooperative employees engaged in financial services must have a concern for the surrounding environment. What's more, now the competition is getting freer and all companies have started to apply the green economy.

Based on the background of the problem described above, is there any influence of Socially Responsible Human Resource Management (SRHRM), Responsible Leadership, on Absorptive

Capacity, and Innovation Output in the East Java Syari'ah Nuri Savings and Loans Cooperative (KSPPS NURI JATIM).

Formulation of the problem

1. Does the Socially Responsible Human Resource Management (SRHRM) variable affect the Absorptive Capacity variable in the East Java Syari'ah Nuri Savings and Loans Cooperative (KSPPS NURI JATIM)?
2. Does the Responsible Leadership variable affect the Absorptive Capacity variable in the Syari'ah Nuri Savings and Loans Cooperative East Java (KSPPS NURI JATIM)?
3. Does the Socially Responsible Human Resource Management (SHRRM) variable affect the Innovation Output variable in the Syari'ah Nuri Savings and Loans Cooperative East Java (KSPPS NURI JATIM)?
4. Does the Responsible Leadership variable affect the Innovation Output variable in the Syari'ah Nuri Savings and Loans Cooperative East Java (KSPPS NURI JATIM)?
5. Does the Absorptive Capacity variable affect the Innovation Output variable in the Syari'ah Nuri Savings and Loans Cooperatives and Financing East Java (KSPPS NURI JATIM)?

## II. LITERATUR REVIEW AND HYPOTHESES

### 2.1. Social Cognitive Theory

Social cognitive theory (Social Cognitive Theory) as a grand-theory. Social cognitive theory or science (Social Cognitive Theory) basically bases its studies on behavioral science itself, which was developed with its focus on human behavior specifically regarding psychological and social aspects.

According to Wood and Bandura (1989) states that social cognitive is a field of study that analyzes psychosocial functions in which there are aspects of behavior, cognitive, and other personality factors and environmental events as determinants of reciprocal influences that influence each other in two directions. Thus, it can be concluded that social cognition is a psychosocial study that is influenced by behavioral factors and environmental phenomena, where the behavior is a response to environmental effects and influences each other and ultimately forms a mindset and individual emotional responses.

Within the organization, of course, there are important factors in the application of Social Cognitive Theory (SCT), so that it can support the effectiveness of its application in achieving organizational goals. There are three important aspects of Social Cognitive Theory (SCT) in organizations that must receive special attention, namely those relating to the development of cognitive, social and behavioral abilities through skills in modeling, developing confidence in abilities so that they can effectively realize talents, and lastly through the target system for increased motivation. (Bandura., 1988; Wood and Bandura., 1989).

### 2.2. Socially Responsible Human Resource Management (SHRRM)

The concept of Socially Responsible Human Resource Management (SHRRM) was first introduced by (Jie et al., 2011). Socially Responsible Human Resource Management (SHRRM) is an employee-centred HR and a concept derived from corporate social responsibility (CSR). Socially

Responsible Human Resource Management (SRHRM) helps to create an environment that supports security for employees through the HRM module (Hongdan et al., 2020). The implementation of Socially Responsible Human Resource Management (SHRRM) is a barometer of the importance of CSR in building a successful organization (Edyta et al., 2019). According to Hongdan et al (2020) the concept of Socially Responsible Human Resource Management (SHRRM) has three main components, namely:

1. HR that complies with the law related to labor law.
2. Employee-oriented HR.
3. HR that facilitates CSR in general.

### 2.3. Responsible Leadership

Responsible leadership is a leadership style in which a leader acts as a weaver of stakeholder relationships and responds to gaps that exist in theoretical and practical leadership challenges. Therefore it has received a lot of attention in the last few decades, and it has become an important and specially studied leadership style (T Maak and NM Pless, 2016).

Responsible Leadership or what is known as responsible leadership is a leadership style that thinks about the company as a whole or every component of the company, so that it exists and the company's sustainability is guaranteed. And lately a lot of responsible leaders are receiving attention. Since the last two decades, responsible leadership has received much attention and is reviving the leadership philosophy (Doh & Stumpf 2005; Maak et al., 2016; Waldman et al., 2019; Cimass et al. 2016).

Usually Responsible Leadership thinks far, beyond its employees or followers. Responsible leadership goes beyond traditional forms of leader-follower exchange (Sarkar, 2016).

From the several definitions that have been put forward, it can be concluded that this research is an attempt to gain new knowledge about the Responsive leadership style. According to (Maak & Pless, 2006), Responsible Leadership has three roles:

1. Normative (citizen, servant, visionary),
2. Relational (waitress, weaver/boundary wrench)
3. Operations (change agents, architects and coaches).

### 2.4. Absortive Capacity

Absortive capacity generally refers to an organization's ability to absorb intangible resources (such as knowledge, knowledge, and resources) and turn them into unique dynamic capabilities, which are not easily imitated by competitors (Daghfous, 2004; Fichman, 2004). Another understanding of Absortive Capacity, that this absorption capacity, namely the company's ability to accept new values and useful information, assimilate, and apply it, is very important for innovative capabilities (Noblet et al. 2011). Knowledge absorption capacity (AC) is very important for identify, assimilate, transform, and exploit valuable external knowledge that enhances product and other innovation (Escribano, Fosfuri, & Tribó, 2009; Su, Ahlstrom, Li, & Cheng, 2013). The meaning of the two opinions about Absortive Capacity is the ability possessed by the company to give up intangible resources external to the company, such as information, knowledge, experience. With the hope to make the analysis process as

policy making so that the quality of the company is getting better.

According to Zahra & George (2002) there are four dimensions to conceptualize absorption as follows; Acquisition, Assimilation, Transformation, and Exploitation;

1. First, the acquisition dimension, the acquisition dimension is the process of obtaining information, knowledge and experience. Either through study bunding, training, workshops and so on.

2. The second dimension of assimilation, namely as a form of renewal of all resources within the company by uniting existing ones with adoption from outside.

3. The three dimensions of transformation, where this dimension will change as a whole to become something new or for example a new system.

4. The four dimensions of exploitation, namely the process of utilizing the results of the absorption that are carried out, in order to make the company more innovative.

In a company, employees are said to have innovation if they produce ideas or products outside of their work. Innovative work behavior is defined as a continuous process, for example employees generate new ideas, at the same time they are also busy implementing ideas by building organizational support and ideas of others who become part of the whole team to implement ideas, so that Innovative work behavior is not a one-time discrete activity (Jong & Hartog, 2008). Innovative work behavior is a task accompanied by the application of new things in an effort to improve quality (Uto-mo & Widodo, 2012). Innovative work behavior is a set of behaviors related to different aspects of creative activities from exploring ideas and implementing ideas and is different from innovative outcomes which actually refer to process outcomes (Hurmelinna-Laukkanen et al., 2016).

### 2.5. Innovation Output

Innovative employees are proven by Innovation Output or innovative output. Innovation Output is the work of employees that is not the same as the previous results. In the implementation process, they are not only able to utilize existing resources but are also able to make them more efficient. In fact, Innovation Output is not only required to create new products but is also expected to create unrealized ones. For example, knowledge, experience and so on.

Innovation Output generated by an organization or company not only maximizes the use of available resources, performs efficiency, or obtains potential value, but also creates intangible assets defined in the organization (Walled, 2015). In marketing, innovative results provide benefits to the company. in terms of generating value in the market and in stocks. The term innovative output is applied to new products (processes and services) in companies such as; the company's potential to generate marketing and technology growth (Story et al., 2015). Innovative work behavior or Innovation Output refers to the deliberate introduction of new and useful ideas, such as regulating the behaviors needed to develop, launch, and implement new ideas. ideas to improve personal and/or business performance. Innovative work behavior is also defined in the field of literature as the application of components that

are expected to produce innovation, profitable results (Jong & Hartog, 2008).

According to (Jansen, 2000), innovative work behavior or Innovation output has three important components:

1. Idea Generation
2. Promote Idea
3. Promote New Idea or realization

Research results Edyta Bombiak et al. (2019) This research is entitled "Socially Responsible Human Resource Management as a Concept of Fostering Sustainable Organization-Building: Experiences of Young Polish Companies", and uses quantitative research methods. The result of this research is that there is a correlation between the assessment of the relationship between SRHRM practices and sustainable organizational development and implementation.

The results of the research by Angel Martinez-Shancez et al (2020) entitled "The relationship between R&D, the absorptive of knowledge, human resource flexibility and innovation: Mediator effects on industrial firms", and uses quantitative research methods. The results of this study are HR flexibility mediates the relationship between R&D and AC, external R&D experts and core employee training partially mediates the relationship between R&D and AC, and the mediator effect of HR and AC is positively related to innovation performance.

The results of research Hongdan Zhao et al., (2020) This research is entitled "Socially Responsible Human Resource Management and hotel Employee organizational citizenship behavior for the environment: A social cognitive perspective", and uses quantitative research methods. The results of this study are that SRHRM has a positive impact on OCBE, and moral reflection fully mediates the relationship between SRHRM and OCBE, and the effect of SRHRM on moral reflectivity and the indirect impact of SRHRM on OCBE through moral reflectivity is stronger with lower than higher levels of responsible leadership.

Hongdan Zhao et al. (2019) This research is entitled "Exploring the Impact of Responsible Leadership on Organizational Citizenship Behavior for the Environment: A Leadership Identity Perspective", with a qualitative method. The results show that the empirical results reveal that responsible leadership is positively related to OCBE, and that leader identification plays a mediating role between responsible leadership and OCBE. The relationship between leader identification and OCBE was positively moderated by PRESOR, who also moderated the indirect effect of responsible leadership on OCBE through leader identification, so this relationship was stronger when PRESOR was high. Finally, we outline the theoretical and practical implications and propose some promising aspects and variables of value for future research.

The research results of Nicola M. Pless et al. (2021) This journal is entitled "Responsible Leadership and the Reflective CEO: Resolving Stakeholder Conflict by Imagining What Could be done", with a qualitative method. The results show that the instrumental approach is morally lower and recommends the integrative approach as a morally superior choice. And we provide novel insights on how to apply an integrative responsible leadership approach to stakeholder

conflict situations, using a single case study to extend responsible leadership discussions to emerging markets.

## 2.6. Conceptual Framework and Hypotheses

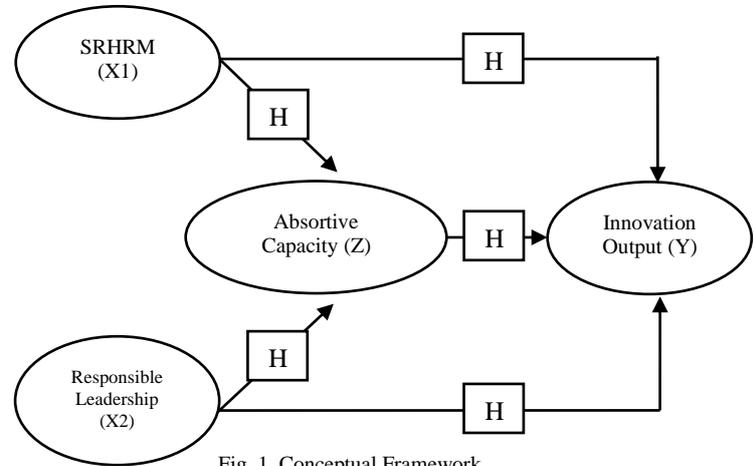


Fig. 1. Conceptual Framework

Based on the conceptual framework above, the hypothesis in this study is as follows:

H1: Socially Responsible Resource Management (SRHRM) affects the Absorptive Capacity in the East Java Nuri Sharia Savings and Loans Cooperative (KSPPS NURI JATIM).

H2: Responsible Leadership Affects Absorptive Capacity in the East Java Nuri Sharia Savings and Loans Cooperative (KSPPS NURI JATIM).

H3: Socially Responsible Resource Management (SRHRM) has an effect on Innovation Output in the East Java Nuri Sharia Savings and Loans Cooperative (KSPPS NURI JATIM).

H4: Responsible Leadership affects Innovation Output in the East Java Nuri Sharia Savings and Loans Cooperative (KSPPS NURI JATIM).

H5: Absorptive Capacity has an effect on Innovation Output in the East Java Nuri Savings and Loans and Sharia Financing Cooperative (KSPPS NURI JATIM).

## III. RESEARCH METHODS

This research is a quantitative research with explanatory causal research type. The population in this study were all employees of the Nuri East Java Sharia Savings and Loans Cooperative (KSPPS NURI JATIM) totaling 72 employees. The sampling technique used is total sampling (saturated sampling or census), by using all members of the population as a number of 72 respondents.

## IV. RESULTS AND DISCUSSION

### 4.1. Characteristics of Respondents

Based on table 1 below, it can be seen that out of 72 respondents, 69 respondents (95.8%) were men, 3 respondents (4.2%) were women.

TABLE 1. Characteristics by Gender of Respondents

Gender	Amount	Percentage (%)
Man	69	95,8
Woman	3	4,2
<b>Total</b>	<b>72</b>	<b>100</b>

Based on table 2 below, it can be seen that from 72 respondents, 39 respondents (54.1%) aged 23 to 30 years, 27 respondents (37.5%) aged 31 to 40 years, 6 respondents (8.3%) 41 to 50 years old.

TABLE 2. Characteristics Based on Respondents Age

Age	Amount	Percentage (%)
23 - 30 tahun	39	54,1
31 – 40 tahun	27	37,5
41 – 50 tahun	6	8,3
<b>Total</b>	<b>72</b>	<b>100</b>

Based on table 3 below, it can be seen that of 72 respondents, 7 respondents (9.7%) had a high school education, 46 respondents (63.8%) had a bachelor's degree, 14 respondents (19.4%) had a master's degree, and 5 respondents (6, 9%) educated S3.

TABLE 3. Characteristics Based on Respondents' Education

Education	Amount	Percentage (%)
SMA	7	9,7
S1	46	63,8
S2	14	19,4
S3	5	6,9
<b>Total</b>	<b>72</b>	<b>100</b>

#### 4.2. Instrument Validity Test

The rule of thumb used to assess the validity of the convergent is the loading factor value of more than 0.70, but the loading factor value of 0.5-0.6 is still considered sufficient. Based on the convergent validity test, it is known that all indicators in each statement are declared valid as a measuring tool for the construct so that all indicators are feasible or valid to be used and can be used for further analysis, because all of them have convergent validity values above 0.5.

TABLE 4. Validity Test (Convergent Validity)

	Original Sample (O)	P Values	Category
SRHRM (X1)	0,816	0,000	Valid
SRHRM (X1)	0,813	0,000	Valid
SRHRM (X1)	0,814	0,000	Valid
SRHRM (X1)	0,803	0,000	Valid
SRHRM (X1)	0,815	0,000	Valid
SRHRM (X1)	0,817	0,000	Valid
SRHRM (X1)	0,754	0,000	Valid
SRHRM (X1)	0,700	0,000	Valid
SRHRM (X1)	0,643	0,000	Valid
Responsible Leadership (X2)	0,720	0,000	Valid
Responsible Leadership (X2)	0,772	0,000	Valid
Responsible Leadership (X2)	0,734	0,000	Valid
Responsible Leadership (X2)	0,683	0,000	Valid
Responsible Leadership (X2)	0,652	0,000	Valid
Responsible Leadership (X2)	0,789	0,000	Valid
Responsible Leadership (X2)	0,770	0,000	Valid
Responsible Leadership (X2)	0,693	0,000	Valid
Responsible Leadership (X2)	0,815	0,000	Valid
Innovation output (Y)	0,816	0,000	Valid
Innovation output (Y)	0,835	0,000	Valid
Innovation output (Y)	0,763	0,000	Valid
Innovation output (Y)	0,792	0,000	Valid
Innovation output (Y)	0,677	0,000	Valid
Innovation output (Y)	0,795	0,000	Valid
Innovation output (Y)	0,762	0,000	Valid
Innovation output (Y)	0,802	0,000	Valid

Innovation output (Y)	0,744	0,000	Valid
Absortive Capacity (Z)	0,757	0,000	Valid
Absortive Capacity (Z)	0,791	0,000	Valid
Absortive Capacity (Z)	0,758	0,000	Valid
Absortive Capacity (Z)	0,775	0,000	Valid
Absortive Capacity (Z)	0,744	0,000	Valid
Absortive Capacity (Z)	0,811	0,000	Valid
Absortive Capacity (Z)	0,869	0,000	Valid
Absortive Capacity (Z)	0,870	0,000	Valid
Absortive Capacity (Z)	0,813	0,000	Valid
Absortive Capacity (Z)	0,786	0,000	Valid
Absortive Capacity (Z)	0,802	0,000	Valid
Absortive Capacity (Z)	0,636	0,000	Valid

In addition to observing cross loading, discriminant validity can also be determined through another method, namely by using AVE. AVE aims to determine that the construct variable has a good discriminant validity value. The average variance extracted (AVE) value must be greater than 0.5.

TABLE 5. AVE. Discriminant Validity Test Results

	Average Variance Extracted (AVE)
(SRHRM) (X <sub>1</sub> )	0.604
Responsible Leadership (X <sub>2</sub> )	0.545
Absortive Capacity (Z)	0.619
Innovation output (Y)	0.605

The results of the AVE value for the indicator block that measures the construct can be declared to have a good discriminant validity value because the AVE value is > 0.5. This means that all construct variables are declared to have good discriminant validity.

Composite reliability is an acceptable limit value. The level of good composite reliability (ρc) is 0.7. The following is the composite reliability value of each variable used in this study:

TABLE 6. Composite reliability

	Composite Reliability
Responsible Leadership (X <sub>2</sub> )	0.932
Absortive Capacity (Z)	0.951
Innovation Output (Y)	0.932
Responsible Leadership (X <sub>2</sub> )	0.915

Based on the data presented in the table above, it can be seen that the composite reliability value of all research variables is > 0.70. These results indicate that each variable has met composite reliability so that it can be concluded that all variables are adequate in measuring the measured latent variables/constructs so that they can be used in further analysis.

The reliability test with composite reliability above can be strengthened by using the Cronbach alpha value. The Cronbach Alpha value is greater than 0.6. The following is the Cronbach alpha value of each variable:

TABLE 7. Composite reliability

	Cronbach Alpha
(SRHRM) (X <sub>1</sub> )	0.917
Responsible Leadership (X <sub>2</sub> )	0.896
Absortive Capacity (Z)	0.943
Innovation output (Y)	0.918

It can be seen that the Cronbach alpha value of each research variable is > 0.60. Thus these results can indicate that each research variable has met the requirements of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

### 4.3. Inner Model Test

In this study, to test the research hypothesis, Partial Least Square (PLS) analysis was used with the SmartPLS program.

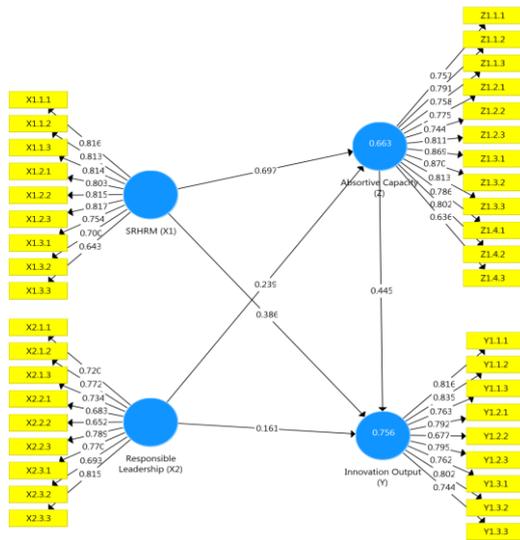


Fig. 2. PLS Research Model

The result of the inner weight value in Figure 2 above shows that the Absorptive Capacity variable is influenced by the Socially Responsible Resource Management (SRHRM) and Responsible Leadership variables, while the Innovation output variable is influenced by the Socially Responsible Resource Management (SHRRM), Responsible Leadership, and Absorptive Capacity which is described in the structural equation below. following.

$$Z = 0.697 X1 + 0.235 X2$$

$$Y = 0.386 X1 + 0.161X2 + 0.445 Z$$

TABLE 8. R Square . Value

	R Square
Absorptive Capacity (Z)	0,663
Innovation output (Y)	0,756

### 4.4. Hypothesis Test

Judging from the influence of exogenous variables on endogenous variables, the way to assess it is if  $t_{statistic} > t_{critical}$  (1.96) then the exogenous variable is declared to have a significant influence on the indogen variable as follows:

TABLE 9. Hypothesis Test

	Original Sample (O)	T Statistic	T Kritis	Ket
(Z) ->(Y)	0,445	3,070	1,96	Significan
(X2) ->(Z)	0,239	2,876	1,96	Significan
(X2) ->(Y)	0,161	2,063	1,96	Significan
(X1) ->(Z)	0,697	11,726	1,96	Significan
S(X1) ->(Y)	0,386	2,434	1,96	Significan

Based on the results of hypothesis testing shown in the table above, it can be described that:

1. Absorptive Capacity has a significant influence on Innovation output, because the value of T statistic is 3,070 which means it is greater than 1.96.
2. Responsible Leadership has a significant effect on Absorptive Capacity, because the T statistic value is 2.876 which means it is greater than 1.96.
3. Responsible Leadership has a significant influence on Innovation output, because the T statistic value is 2.063 which means it is greater than 1.96.
4. Socially Responsible Human Resource Management has a significant effect on Absorptive Capacity, because the T statistic value is 11,726 which means it is greater than 1.96.
5. Socially Responsible Human Resource Management has a significant effect on Innovation output, because the T statistic value is 2.434 which means it is greater than 1.96.

## V. CONCLUSION

Based on the results of the analysis, the following conclusions can be drawn:

1. Socially Responsible Human Resource Management (SRHRM) affects the Absorptive Capacity variable in the Syari'ah Nuri Savings and Loans Cooperatives in East Java (KSPPS NURI JATIM). So the research hypothesis which states "Socially Responsible Resource Management (SHRRM) has an effect on Absorptive Capacity in the East Java Nuri Savings and Loans and Sharia Financing Cooperative (KSPPS NURI JATIM)" is proven. Socially Responsible Resource Management (SHRRM) has a significant and positive effect on the quality of financial reports. The higher the Socially Responsible Resource Management (SRHRM) the higher the Absorptive Capacity and conversely the lower the Socially Responsible Resource Management (SRHRM) the lower the Absorptive Capacity.
2. Responsible Leadership has an effect on the Absorptive Capacity variable in the Syari'ah Nuri Savings and Loans Cooperative East Java (KSPPS NURI JATIM). So the research hypothesis which states "Responsible Leadership has an effect on Absorptive Capacity in the East Java Nuri Sharia Savings and Loans Cooperative (KSPPS NURI JATIM)" is proven. Responsible Leadership has a significant and positive effect on Absorptive Capacity. The higher the Responsible Leadership, the higher the Absorptive Capacity and vice versa, the lower the Responsible Leadership, the lower the Absorptive Capacity.
3. Socially Responsible Human Resource Management (SRHRM) has an effect on the Innovation output variable in the Syari'ah Nuri Savings and Loans Cooperative East Java (KSPPS NURI JATIM). So the research hypothesis which states "Socially Responsible Resource Management (SHRRM) has an effect on Innovation output in the Nuri Sharia Savings and Loans Cooperative East Java (KSPPS NURI JATIM)" is proven. Socially Responsible Human Resource Management (SHRRM) has a significant and positive effect on Innovation output. The higher the Socially Responsible Human Resource Management (SRHRM) the higher the Innovation output and conversely the lower the

Socially Responsible Human Resource Management (SRHRM) the lower the Innovation output.

4. Responsible Leadership affects the Innovation output variable in the Syari'ah Nuri Savings and Financing Cooperative East Java (KSPPS NURI JATIM). So the research hypothesis which states "Responsible Leadership has an effect on Innovation output in the East Java Nuri Sharia Savings and Loans Cooperative (KSPPS NURI JATIM)" is proven. Responsible Leadership has a significant and positive effect on Innovation output. The higher the Responsible Leadership, the higher the Innovation output and vice versa, the lower the Responsible Leadership, the lower the Innovation output.
5. Absortive Capacity has an effect on the Innovation output variable in the East Java Sharia Nuri Savings and Loans Cooperative (KSPPS NURI JATIM). So the research hypothesis which states "Absortive Capacity has an effect on Innovation output in the East Java Nuri Sharia Savings and Loans Cooperative (KSPPS NURI JATIM)" is proven. Absortive Capacity has a significant and positive effect on Innovation output. The higher the Absortive Capacity, the higher the Innovation output and conversely the lower the Absortive Capacity the lower the Innovation output.

## VI. RECOMMENDATION

For further researchers, this research can be developed using other variables apart from the variables currently used, namely variables affecting Socially Responsible Human Resource Management (SRHRM), Responsible Leadership, Absortive Capacity, and Innovation Output and others.

## REFERENCES

6. Angel, M. S., Silvia, V. O., Manuela, P. P., (2020). The relationship between R&D, the absorptive of knowledge, human resource flexibility and innovation: Mediator effects on industrial firms. *Journal of Business Research*, 118 (2020), 432-440.
7. Atik, H., M. Shihab., Wardah. (2020). Pengaruh Budaya Organisasi, Self Efficacy dan Kompetensi Terhadap Organizational Citizenship Behavior (OCB) dan Kinerja Karyawan Bagian Produksi di PT. Indoprima Gemilang Surabaya. *Media Mahardika*, 19 (1), 82-91.
8. Auliya, F, Ridwan, M. S., & Wardah. (2021). The Effects Of Pre Project Selling Strategy, Location, And Quality Of Service On Purchase Decisions And Trust As Intervening Variable On Housing Business In The Satellite City Region Of Surabaya (GRESIK AND SIDOARJO). *International Journal of Engineering, Management and Humanities (IJEMH)*, 2,(5), 288-294.
9. Apriyanti, Ratnawati, T, & Ridwan, M. S., (2021). Sustainable Competitive Advantage Strategy with Swot Analysis at Autobus Restu Company East Java. *International Journal of Engineering, Management and Humanities (IJEMH)*, 2,(5),358-365.
10. Bandura, A., (1988). Organizational Applications of Social Cognitive Theory. *Aust. J. Manag.* 13(2), 275-302.
11. Berber., Philip., Patrick, L. B., William, W. C., Linda, L. G., & Barnett, R. P. (2011). Efficiency in Fundraising and Distributions to Cause-Related Social Profit Enterprises. *Socio-Economic Planning Sciences*, 45(1), 1-9.
12. Blind, K., Petersen, S. S., & Riillo, C. A. F. (2017). The impact of standards and regulation on innovation in uncertain markets. *Research Policy*, 46(1), 249-264.
13. Daghfous, A. (2004). Absortive-capacity and the implementation of knowledge-intensive best practices. *SAM Advanced Management Journal*, 69(2), 21-27.
14. Danping, S., Erhua, Z., Peiran, G., Lirong, L., & Jie, X. (2019). Double-Edged Effect of Socially Responsible Human Resource Management on Employee Task Performance and Organizational Citizenship Behavior: Mediating by Role Ambiguity and Moderating by Prosocial Motivation. *Sustainability*, 11, 2271.
15. Dian, K., & Nuri, A. W., (2018). The Effect Of Humors And Narcissistic Personality On The Innovative Output With Innovative Work Behavior And Adaptability As Variables Of Mediation.
16. Doh, J. P., & Stumpf, S. A. (2005). *Handbook on responsible leadership and governance in global business*. Edward Elgar.
17. Dupont., Claire., Perrine, F., & Romina, G., (2013). The Impact of Corporate Social Responsibility on Human Resource Management: GDF SUEZ's Case. *International Business Research*, 6 (12), 145-155.
18. Edyta, B., & Anna, M. K. (2019). Socially Responsible Human Resource Management as a Concept of Fostering Sustainable Organization-Building: Experiences of Young Polish Companies. *Sustainability*, 11, 1044.
19. Escribano, A., Fosfuri, A., & Tribo, J. A. (2009). Managing external knowledge flows: The moderating role of absorptive capacity. *Research Policy*, 38(1), 96-105.
20. Fichman, R. G. (2004). Real options and IT platform adoption: Implications for theory and practice. *Information Systems Research*, 15(2), 132-154.
21. Ghosh, K. (2016). Creative leadership for workplace innovation : an applied SAP-LAP framework. *Development and Learning in Organizations*, 30(1),10-14.
22. Ghozali, Imam., (2006). *Multivariate Analysis Application With SPSS Program*. Semarang. Diponegoro University Publishing Agency.
23. Ghozali, Imam., (2005). *Multivariate Analysis Application With SPSS Program*. Semarang. UNDIP Publishing Agency.
24. Haque, A., Fernando, M. and Caputi, P. (2019b), "Responsible leadership, affective commitment and intention to quit: an individual level analysis", *Leadership and Organizational Development Journal*, Vol. 40 No. 1, pp. 45-64.
25. Hongdan, Z., Qiongyao, Z., (2020). Socially Responsible Human Resource Management and hotel Employee organizational citizenship behavior for the environment: A social cognitive perspective. *International Journal of Hospitality Management*, xxx (xxxx) xxx.
26. Hurmelinna-Laukkanen, P., Atta-Owusu, K., & Oikarinen, E. L. (2016). You are joking, right? — Connecting humor types to innovative behavior and Innovation output. *International Journal of Innovation Management*, 20(08), 1640021.
27. Istijanto. (2010). *Human Resources Research*. Jakarta. PT. Main Library Gramedia.
28. Kang, M., & Lee, M. J. (2017). Absortive capacity, knowledge sharing, and innovative behavior of R&D employees. *Technology Analysis & Strategic Management*, 29(2), 219-232.
29. Kheng, YK, Mahmood, R., & Beris, SJH (2013). A Conceptual Review of Innovative Work Behavior in Knowledge Intensive Business Services Among Knowledge Workers in Malaysia. *International Journal of Business, Humanities and Technology*, 3(2), 91- 99.
30. Kasztela, Armand. (2017). Green Growth, Green Economy and Sustainable Development: Terminological and Relational Discourse. *Prague Economic Peppers*, 26 (4), 487-499.
31. Janssen, O. (2000). Job demands, perceptions of effort, reward fairness and innovative work behavior. *Journal of Occupational and Organizational Psychology*, 287-302.
32. Jong, J. P. J., & Hartog, D. N. Den. (2008). Innovative work behavior : Measurement and validation. *Firm business and policy research*, 8(1), 1-2.
33. Joseph, B. (2012). Innovative Human Resource Practices and Employee Outcomes in Software Firms in India. *Innovative Human Resource Practices and Employee Outcomes*. 1-20.
34. Maak, T., Pless, N. M., & Voegtlin, C. (2016). Business statesman or shareholder advocate? CEO responsible leadership styles and the micro-foundations of political CSR. *Journal of Management Studies*, 53(3), 463-493.
35. Maak, T., & Pless, N. M. (2006). Responsible leadership in a stakeholder society: A relational perspective. *Journal of Business Ethics*, 66(1), 99-115.
36. Marfo., Emmanuel, O., Kwame, O. A., & Newman, A. (2014). Corporate Social Responsibilities as Determinant of Human Resource Management (HRM) reporting for MNCs in Emerging Economies. *British Journal of Economics, Finance and Management Sciences*, 9 (2), 24-45.

37. Martono, S., Khoiruddin, M., & Wulansari, N. A. (2018). Remuneration reward management system as a. *International Journal of Business & Society*, 19, 535–545.
38. Noblet, J. P., Simon, E., & Parent, R. (2011). Absorptive capacity: A proposed operationalization. *Knowledge Management Research and Practice*, 9(4), 367–377. <https://doi.org/10.1057/kmmp.2011.26>.
39. Sandiatul, A., M. S, Ridwan., Wiwik, R. (2020). Pengaruh Manajemen Rekrutmen, Employee Engagement, Kompensasi Terhadap Motivasi Kerja untuk Meningkatkan Kinerja Karyawan pada Perusahaan Expedisi di Kecamatan Pabean Cantikan Surabaya. *Media Mahardika*, 18 (3), 364-377.
40. Shen, B., & Benson, J. (2016). When CSR is a social norm: How socially responsible human resources management affects employee work behavior. *Journal of Management*, 42(6), 1723–1746.
41. Shen, J.; Jihua Zhu, C. Effects of Socially Responsible Human Resource Management on Employee Organizational Commitment. *Int. J. Hum. Resour. Manag.* 2011, 22, 3020–3035. [CrossRef].
42. Singarimbun, M., & Sofian, E., (2008). *Metode Penelitian Survei*. Jakarta. LP3ES.
43. Smith, M. B., & Webster, B. D. (2018). Narcissus the innovator? the Relationship between Grandiose Narcissism, Innovation and Adaptability. *Personality and Individual Differences*, 121, 67–73.
44. Srivastava, A.P., and Shree, S. (2019). Examining the effect of employee green involvement on perception of corporate social responsibility: Moderating role of green training. *Management of Environmental Quality: An International Journal*, 30(1), 197–210.
45. Sugiyono. (2014). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta: Bandung.
46. Sugiyono. (2008). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta: Bandung.
47. Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta. Bandung.
48. Sugiyono. (2008). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta. Bandung.
49. Story, V. M., Boso, N., & Cadogan, J. W. (2015). The Form of Relationship between Firm-Level Product Innovativeness and New Product Performance in Developed and Emerging Markets. *The Journal of Product Innovation Management*, 32(1), 45-64.
50. Tan, C. L., & Nasurdin, A. M. (2011). Human resource management practices and organizational innovation: assessing the mediating role of knowledge management effectiveness. *Electronic Journal of Knowledge Management*, 9(2), 155.
51. Utomo, B. S., & Widodo. (2012). Innovative Performance Improvement Model in the Context of Information Technology. *Journal of Management Dynamics*, 3(2).
52. Puspita, P, Ridwan, M. S., & Barat, F.A., (2022). The Effects of Service Quality, Price Internet, Facility Internet, HR Customer Care on Purchasing Decision with Brand Image as a Mediation Variable in Choosing Internet Products at PT Supra Primatama Nusantara (Biznet Networks) in Banyuwangi. *International Journal of Scientific Engineering and Science*, 5,(12), 91-99.
53. Waldman, D. A. (2014). Bridging the domains of leadership and corporate social responsibility. In D. Day (Ed.), *The Oxford handbook of leadership and organizations* (pp. 539–555). Oxford University Press.
54. Walled, O. (2015). Innovative Behavior and Venture Performance of SME: the Moderating Effect of Environmental Dynamism. *European Journal of Innovation Management*, 18(2).
55. Wood, R., Bandura, A., 1989. *Social Cognitive Theory of Organizational Management*. *Acad. Manag. Rev.* 14(3), 361-384.
56. Zahra, S. A., & George, G. (2002). Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review*, 27, 185-203.