



THE INFLUENCE OF PSYCHOLOGICAL CAPITAL AND JOB CHARACTERISTICS ON PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS MEDIATION (STUDY AT THE REGIONAL SECRETARIAT OFFICE OF SALATIGA CITY)

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ABSTRACT

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This research aims to investigate the influence of psychological capital and job characteristics on employee performance, with organizational commitment as a moderating variable at the Salatiga City Regional Secretariat. Organizations, especially the Regional Secretariat, have an important role in achieving regional government goals. Appropriate job design and strong psychological capital can improve employee performance, while organizational commitment is expected to moderate the relationship between psychological capital variables, job characteristics, and performance. The research results show that psychological capital, consisting of self-efficacy, optimism, hope and resilience, has a significant positive effect on employee performance. Job characteristics, including skill variety, task identity, task significance, autonomy, and job feedback, also make a positive contribution to employee performance. Organizational commitment acts as a moderating factor that strengthens the relationship between psychological capital, job characteristics, and performance. This research contributes to the understanding of the factors that influence employee performance in local government environments. Practical implications involve recommendations for increasing psychological capital, job redesign, and strengthening organizational commitment as human resource management strategies. It is hoped that these findings can become a basis for developing human resource management theory in the local government context.

KEYWORDS: *Psychological Capital, Job Characteristics, Organizational Commitment, Employee Performance, Local Government.*

INTRODUCTION

An organization is an entity consisting of two or more people who work together to achieve a common goal. In this context, the organization is not only a place for various types of work but also an arena for interaction between individuals and their tasks. Job design is crucial in ensuring that each individual can meet the needs of the organization and their personal needs. In essence, organizations such as the Salatiga City Regional Secretariat, as part of a government agency, have a crucial role in achieving goals and providing effective administrative services. Every employee in the organization, including the Salatiga City Regional

Secretariat, brings diverse characteristics and intellectual abilities. They are aware of these differences and use their intellectual abilities to achieve optimal performance. However, challenges arise because each job has different properties and characteristics. Therefore, job design must consider enabling and inhibiting factors to ensure that each individual can contribute effectively.

Humans, as the main element in organizations, play a key role as drivers and determinants of the success of an organization. It also involves the Salatiga City Regional Secretariat, which has strategic

responsibility in supporting regional heads in formulating policies and coordinating the tasks of the regional apparatus. The success of an organization depends not only on its resources and organizational structure but also on the quality of its employees. Performance assessment, such as Employee Performance Targets (SKP), is an important instrument for measuring the achievement of individual and organizational goals. Even though there are achievements in performance assessments, human resource problems, especially staff shortages, can affect the distribution of workload and placements that are not by educational qualifications. In the context of the Salatiga City Regional Secretariat, it is important to evaluate factors that can influence employee performance. Psychological capital, job characteristics, and organizational commitment are key elements that should be considered. Psychological capital, which includes self-efficacy, optimism, hope, and resilience, can have a positive impact on employee performance. In addition, job characteristics, such as the responsibilities and tasks assigned, should be carefully considered. In this case, job design that is by competencies and educational qualifications can motivate employees to make optimal contributions. Organizational commitment is also a relevant element because it can moderate the relationship between psychological capital, job characteristics, and performance. Employees who have high organizational commitment tend to be more loyal and contribute optimally to organizational goals. By considering these elements, this research will investigate the influence of psychological capital and job characteristics on performance, with organizational commitment as a moderating variable. The research focused on the Salatiga City Regional Secretariat, as a representative of government organizations at the local level. It is hoped that the results of this research can provide a deeper understanding of the factors that influence employee performance in the context of local government organizations.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Definition of Performance

Performance is the level of achievement of results from carrying out certain tasks. According to Mangkunegara (2013), performance includes the quality and quantity of employee work results by their responsibilities. Simanjuntak (2005) in Widodo (2015) states that performance is the level of achievement of results from carrying out certain tasks, including individual achievement of targets set within a certain time. According to Mathis and Jackson in Priansa (2014), performance includes what employees do or do not do in carrying out their work.

Factors Affecting Performance

Various elements impacting performance encompass individual aspects (such as abilities, skills, familial background, and professional experience), psychological variables (including perceptions, roles, work-related attitudes, motivation, and job satisfaction), and organizational dynamics (encompassing organizational structure, job delineation, leadership styles, and reward mechanisms). According to Mangkunegara (2013), factors that influence performance include ability, motivation, effectiveness and efficiency, authority, discipline, and initiative.

Performance assessment

Performance appraisal is a formal and structured system for measuring, assessing, and influencing employee work-related traits, behavior, and work results. There are five factors in performance assessment, namely quality of work, quantity of work, supervision, attendance, and conservation.

Definition of Psychological Capital

Psychological Capital is a positive psychological condition in individuals, including self-efficacy (confidence), optimism (optimism), hope (hope), and resiliency (endurance). Luthans (2011) states that psychological capital involves self-confidence, optimism, hard work to achieve goals, and resilience in facing problems.

Dimensions of Psychological Capital

The four dimensions of psychological capital involve self-efficacy, optimism, hope, and resilience. Self-efficacy relates to self-confidence, optimism involves a positive view of events, hope includes motivation and planning to achieve goals, and resilience involves resilience in the face of adversity.

Definition of Job Characteristics

Job characteristics refer to the job description that guides its implementation to achieve satisfaction. Schermerhorn (2000) states that job characteristics are task attributes that have important properties.

Dimensions of Job Characteristics

Job characteristic dimensions include skill variety, task identity, task significance, autonomy, and job feedback. It details how work is designed to create satisfaction through a variety of activities, thorough task completion, significant task meaning, freedom in scheduling work, and immediate feedback.

Definition of Organizational Commitment

Organizational commitment is the identification, sense of involvement, and loyalty expressed by workers towards an organization or organizational unit. Commitment involves acceptance, belief in organizational values, and encouragement to maintain membership to achieve organizational goals.

Types of Organizational Commitment

Argyris suggests two forms of commitment, namely external (formed by the work environment) and internal (coming from oneself to complete tasks and responsibilities). Organizational commitment is measured in three dimensions: affective commitment, normative commitment, and continuance commitment. Affective commitment involves emotional attachment, normative commitment involves obligation, and continuance commitment involves calculating the costs of leaving the organization.

Measuring Organizational Commitment

Organizational commitment is measured in three separate dimensions: affective commitment, normative commitment, and continuance commitment. Affective commitment involves emotional attachment, normative commitment involves obligation, and continuance commitment involves calculating the costs of leaving the organization.

Research Hypothesis Development

The development of this research hypothesis is based on a literature review that shows the relationship between psychological capital, job characteristics, organizational commitment, and employee performance. This research strives to investigate the influence of psychological capital and job characteristics on employee performance mediated by organizational commitment in the Regional Secretariat of Salatiga City. Psychological capital, as explained by Luthans (2011), is a positive individual psychological state that includes self-confidence, positive thinking, high hopes for the future, and resilience in facing challenges. This positive psychological state is expected to have a positive impact on the performance of employees at the Salatiga City Regional Secretariat. The psychological involvement shown by employees in completing their tasks with confidence and optimism is expected to improve performance results in quality and quantity. Job characteristics, as explained by Mathis and Jackson (2011), include the identification of various job dimensions that improve organizational efficiency. In the context of the Salatiga City Regional Secretariat, job characteristics include a clear job description and employee abilities that are appropriate to the workload given.

This is expected to have a positive impact on employee performance because employees can understand their duties well and carry them out by the responsibilities given. Organizational commitment, as explained by Wibowo (2016), is the level of loyalty felt by an individual towards the organization. In the context of the Salatiga City Regional Secretariat, employees who have high organizational commitment are expected to have a positive impact on their performance. This

commitment can create a level of employee love and loyalty towards the organization, which can motivate them to work well to achieve organizational goals. By considering the influence of psychological capital and job characteristics on performance, this research also includes organizational commitment as a moderating variable. Organizational commitment is expected to strengthen the relationship between psychological capital, job characteristics, and performance. Employees who have high organizational commitment are expected to produce better performance, especially when they are faced with challenges or problems in their work.

Thus, it is desired that the research can supply a deeper understanding of how psychological capital, job characteristics, and organizational commitment can influence employee performance at the Salatiga City Regional Secretariat, and how the interaction between these variables can shape work dynamics in the government environment.

Research Methodology

This research uses a quantitative design with a survey approach to investigate the influence of psychological capital and job characteristics on employee performance, with organizational commitment as a moderating variable. The research population includes all employees at the Salatiga City Regional Secretariat, and samples were taken randomly to ensure representativeness. The main research instrument is a questionnaire designed to measure variables-psychological capital, job characteristics, organizational commitment, and employee performance. The validity and reliability of the questionnaire will be tested through expert tests and trials. Data was collected by distributing questionnaires to respondents, while data analysis used quantitative statistical techniques, including regression analysis with SPSS to test the relationship between variables. Ethical aspects of research, such as participants' rights to anonymity and data confidentiality, will be maintained throughout the research process. This research aims to provide an in-depth understanding of how psychological capital, job characteristics, and organizational commitment can influence employee performance at the Salatiga City Regional Secretariat, with a focus on work dynamics in the local government environment.

RESULT AND DISCUSSION

Respondents Descriptions

The respondents in this study were civil servants (PNS) who worked at the Pekalongan City Regional Secretariat. Based on population data consisting of 120 people, they are individuals who have been appointed as civil servants. Covering various levels of education, age, and length of service, respondents reflect diversity in the structure and characteristics of employees within the Regional Secretariat.

Respondent Characteristics:

1. Gender: This data provides an overview of the distribution between male and female employees in the Regional Secretariat.
2. Age: The age range of respondents covers various generations, from younger to older, which can provide perspectives from various age groups.
3. Recent Education: Respondents have varied educational backgrounds, ranging from high school graduates, D3, S1/DIV, and Masters, to Doctoral degrees. It reflects varying levels of education among employees.
4. Period of Service: Data on tenure provides an overview of the length of time employees have worked at the Regional Secretariat, starting from those who have just been appointed to those who have had longer work experience.

Purpose of Respondent Description

1. Know Demographic Characteristics: Identify gender, age, education level, and years of work to understand the diversity and distribution of respondents.
2. Identifying Relationships with Research Variables: Knowing the extent to which respondent characteristics can influence research

variables such as psychological capital, job characteristics, organizational commitment, and performance.

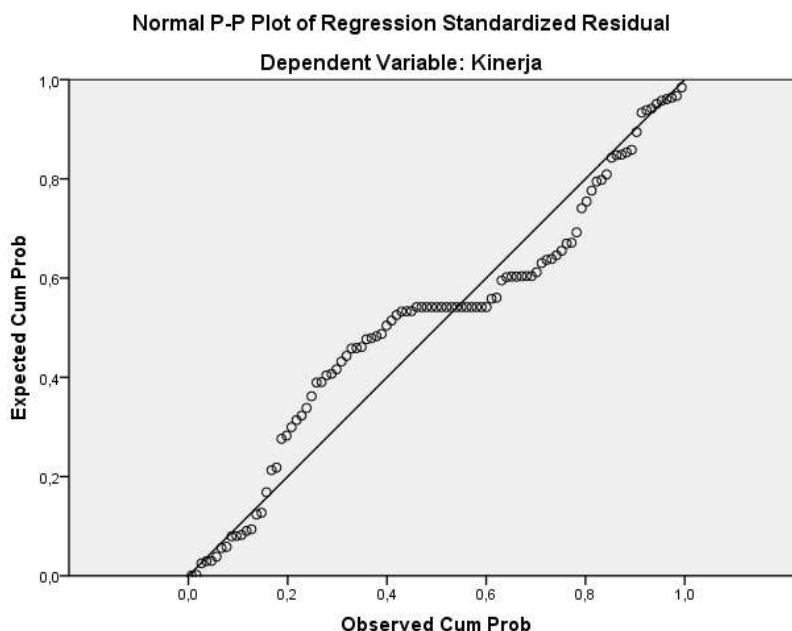
3. Compile Sub-Group Analysis: By comparing respondent data based on categories such as education, gender, or years of service, a subgroup analysis can be carried out to gain deeper insights.

This respondent description aims to provide context regarding the individuals who are the research subjects so that the outcomes of the analysis can be better understood and relevant.

Instrument Testing

Normality test

The probability plot normality test is a statistical method used to test whether a data sample comes from a normal distribution or not. The purpose of the normality test is to find out whether the data can be considered a representation of a normally distributed population. A probability plot is a graph that compares the quantiles of the observed data distribution with the quantiles of the normal distribution that would be expected if the data were truly normally distributed. If the data is normally distributed, then the points on the probability plot graph will follow a straight line connecting the quantiles of the two distributions.



From this graph, it is explained. This line is a diagonal line that shows how the points on the graph would be located if the observed data were perfectly normally distributed. In a normality probability plot image, the points representing the data are expected to follow the identity line pattern as much as possible so that the data has a normal distribution.

Linear Regression Analysis Test Stage 1

Regression testing is a statistical technique used to test the relationship between one or more independent variables (usually called predictor variables) and the dependent variable (usually called response variables). The primary purpose of the regression test is to determine how strong the relationship between these variables is, as well as to estimate how big the effect of the independent variable is on the dependent variable.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	173,526	2	86,763	59,914	,000 ^a
	Residual	139,019	96	1,448		
	Total	312,545	98			

a. Predictors: (Constant), Job_Characteristics, Psychological_Capital

b. Dependent Variable: Commitment Organization

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,808	1,044		1,732	,086
	Modal_Psikologis	,450	,065	,547	6,927	,000
	Job_Characteristics	,163	,043	,301	3,810	,000

a. Dependent Variable: Organizational Commitment

The ANOVA test shows a significance value of less than 0.05 so the Psychological Capital and Job Characteristics variables are classified as simultaneous and strong. With a significance value of less than 0.05, we conclude that there is at least one significant difference between the Psychological Capital and Job Characteristics variables. In other words, there is fairly strong evidence that these two variables have a simultaneous influence on a particular observed phenomenon or outcome.

By testing the regression of the influence of psychological capital on organizational commitment, the effect is positive and significant (t- 6.927), and Sig. 0.000 is less than the standard coefficient figure of 0.05. These results indicate that the higher an individual's Psychological Capital, the stronger the Organizational Commitment they have towards the organization where they work. Psychological Capital, which includes aspects such as self-confidence, optimism, mental resilience, and emotional intelligence, appears to play an important role in shaping an individual's level of engagement and loyalty to an organization.

Thus, these findings provide empirical support for the importance of paying attention to and strengthening employee Psychological Capital to increase Organizational Commitment within an organization. It

can be the basis for developing more effective human resource management strategies, such as training and development programs that focus on increasing employee Psychological Capital, as well as implementing policies that support employees' emotional ties and involvement with the organization.

By testing the regression of the influence of job characteristics on positive and significant organizational commitment (t-6.927) and Sig. 0.000 is less than the standard coefficient figure of 0.05. These results indicate that the better the Job Characteristics an individual has, the stronger the Organizational Commitment they have towards the organization where they work. Job characteristics, such as the level of autonomy, job challenges, social support in the workplace, and opportunities for growth and development, appear to play an important role in shaping an individual's level of engagement and loyalty to the organization. Thus, these findings provide empirical support for the importance of paying attention to and improving Job Characteristics to increase Organizational Commitment within an organization. It shows that organizations must pay attention to job design and work environments that can increase employee satisfaction and engagement, thereby strengthening their emotional ties and involvement with the organization.

Linear Regression Analysis Test Stage 2

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	766,966	3	255,655	312,493	,000 ^a
	Residual	77,721	95	,818		
	Total	844,687	98			

a. Predictors: (Constant), Organizational_Commitment, Job_Characteristics, Psychological_Capital

b. Dependent Variable: Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-,816	,797		-1,024	,308
Psychological_Capital	,165	,060	,122	2,757	,007
Job_Characteristics	,162	,035	,182	4,695	,000
Organizational_Commitment	1,225	,077	,745	15,962	,000

a. Dependent Variable: Performance

The ANOVA test shows a significance value of less than 0.05 so that the variables Psychological Capital, Job Characteristics, and Organizational Commitment are classified as simultaneous and strong. With a significance value of less than 0.05, we conclude that there is at least one significant difference between the variables of Psychological Capital and Job Characteristics. In other words, there is fairly strong evidence that these two variables have a simultaneous influence on a particular observed phenomenon or outcome.

By testing the regression of the influence of psychological capital on performance, it has a positive and significant effect (t-2757) and Sig. 0.007 is less than the standard coefficient figure of 0.05. These results indicate that the higher an individual's Psychological Capital, the better the performance they show in their work context. Psychological Capital, which includes aspects such as self-confidence, optimism, mental resilience, and emotional intelligence, appears to play an important role in improving the quality and results of one's work.

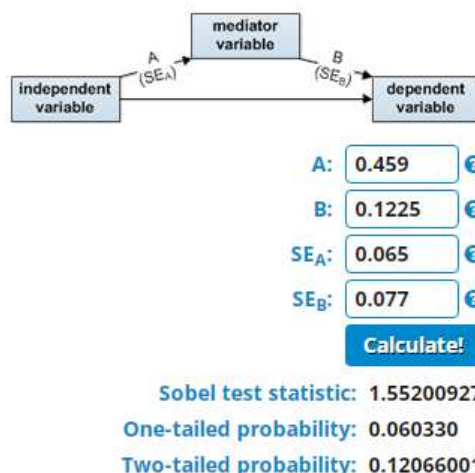
By testing the regression of the influence of job characteristics on positive and significant performance (t- 4.695) and Sig. 0.000 is less than the standard coefficient figure of 0.05. These findings indicate that the better Job Characteristics an individual has, the better the performance they demonstrate in their work environment. Job Characteristics, which include

aspects such as the level of autonomy, job challenges, social support at work, and opportunities for growth and development, appear to have an important role in shaping the quality and outcomes of a person's work. The implication of these findings is the importance of paying attention to job design and a work environment that allows employees to feel engaged and motivated in their work. By paying attention to appropriate job characteristics, organizations can improve overall employee performance.

By testing the regression of the influence of organizational commitment on positive and significant performance (t- 15.962) and Sig. 0.000 is less than the standard coefficient figure of 0.05. As a further step, organizations can develop programs that encourage the creation of stronger ties between employees and the organization, such as career development programs, reward and recognition programs, as well as creating a work environment that supports overall employee growth and satisfaction. whole. Thus, emphasizing Organizational Commitment can be one of the key strategies for achieving optimal performance within an organization.

Sobel Test Mediation Test Results

The Sobel Mediation Test is a technique used to test whether the effect of the independent variable on the dependent variable is explained by the mediating variable. It is often used in regression analysis to understand the possible paths of effects between these variables.



The results of the mediation test of Organizational Commitment as a mediator of Psychological Capital and Job Characteristics were estimated to be qualified for negotiating with a score of 1,552 which is greater than the standard Sobel test mediation figure of 1,296 so that Organizational Commitment is capable of mediating Psychological Capital and Job Characteristics. This study aims to explore the role of Organizational Commitment as a mediator linking Psychological Capital and Job Characteristics. Organizational Commitment is considered an important factor that influences the relationship between an individual's Psychological Capital and the Job Characteristics they encounter in their work environment. In this context, Psychological Capital refers to the mental, emotional, and social resources that an individual possesses, which includes aspects such as self-confidence, optimism, mental resilience, and emotional intelligence. On the other hand, Job Characteristics refer to the features and attributes of a job that can influence the quality of a person's work experience, such as the level of autonomy, job challenges, social support at work, and opportunities for growth and development. In a theoretical context, Organizational Commitment is defined as an individual's level of loyalty, involvement, and identification with the organization for which they work. Organizational commitment can be divided into three dimensions: affective commitment, continuous commitment, and normative commitment.

Implications and Recommendations

In the results of this research it was found that there was a significant influence in the positive direction.

1. Psychological capital has a significant positive effect on organizational commitment
2. Job characteristics have a significant positive effect on organizational commitment
3. Psychological capital has a significant positive effect on performance
4. Job characteristics have a significant positive effect on performance
5. Organizational commitment has a significant positive effect on performance
6. Organizational commitment can be a mediating variable between psychological capital and job characteristics on performance

The results of this research have significant implications for organizational management, especially in government environments. Management at the Salatiga City Regional Secretariat can consider increasing employee psychological capital through employee development programs that support aspects such as self-efficacy, optimism, hope, and resilience. In addition, redesigning job characteristics, including increasing skill variety, task identity, task significance, autonomy, and job feedback, can increase employee satisfaction and performance. Management needs to ensure that work matches employees' competencies and educational

qualifications. Another recommendation is to strengthen employee organizational commitment through organizational culture development programs that motivate involvement and loyalty. By taking these factors into account, management can improve the overall effectiveness of the organization.

Contribution to the Development of Human Resource Management Theory

This research contributes to the development of human resource management theory, especially in the government context. The finding that psychological capital, job characteristics, and organizational commitment interact to influence employee performance can provide a basis for further research. The development of this theory can help understand the complex dynamics in the local government environment.

As a general recommendation, the management of the Salatiga City Regional Secretariat is advised to continue to improve the understanding and implementation of human resource management practices that consider psychological capital, job characteristics, and organizational commitment. The development of human resource management theory and practice in the government environment can be integrated with the findings of this research to increase organizational effectiveness. To implement these suggestions, it is recommended to develop employee development programs that focus on increasing psychological capital, reviewing and updating job designs according to employee competencies and qualifications, strengthening organizational culture through training programs and effective internal communication, and continuing further research to explore other factors that can influence employee performance in local government environments. By implementing these suggestions, it is hoped that the Salatiga City Regional Secretariat can achieve increased employee performance and overall organizational effectiveness.

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