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Shaping Employee Performance: Investigating Psychological Capital (PsyCap) and Motivation within a State-Owned Enterprise

Abstract

Suboptimal employee performance remains a critical challenge that hinders state-owned enterprises from achieving their strategic institutional targets. To address this issue, this study investigates how psychological capital (PsyCap) and work motivation influence employee performance within the public sector. The research team utilizes a quantitative descriptive-verification research design, employing a survey approach to gather empirical data. Through a simple random sampling technique, the researchers collected primary data from employees working at a prominent state-owned enterprise in Bandung. The statistical analysis relies on structural equation modeling to analyze the direct and simultaneous relationships between the variables. The empirical results demonstrate that both psychological capital and motivation significantly and positively drive employee performance. The novelty of this study lies in its specific integration of positive psychological resources (PsyCap) alongside intrinsic motivation within a highly structured, bureaucratic Indonesian state-owned enterprise undergoing modern organizational transformation. Practically, these findings imply that corporate executives and HR managers must strategically cultivate psychological resilience—specifically hope, efficacy, resilience, and optimism—while designing robust motivational programs to optimize workforce productivity and secure long-term institutional success.

Keywords: Employee Performance, Psychological Capital (PsyCap), Motivation, State-Owned Enterprise (BUMN), Quantitative Approach.

Introduction

Organizational resources constitute an inseparable core of any enterprise, fundamentally determining its future performance and market achievements. Among these assets, human resources serve as the active executors who manage and manipulate all organizational elements, ensuring that the firm utilizes its inputs effectively and efficiently. Ultimately, a company's survival and longevity depend entirely on its capacity to adapt to environmental demands and continuous market disruptions. The ultimate key to this organizational resilience rests upon the quality of its human capital, spanning from individual workers up to entire collaborative groups. Hillmann & Guenther (2021) provide a comprehensive foundational review of organizational resilience, validating it as a crucial management construct that dictates how successfully firms absorb external shocks and adapt to turbulent environments.

Rather than treating this adaptability as a uniform trait, Hepfer & Lawrence (2022) break down the heterogeneity of organizational resilience, demonstrating that firms must build functional, operational, and strategic resilience through their workforce to navigate multi-layered market shifts.

To cultivate this adaptive capacity, organizations must align their internal systems, Georgescu et al. (2024) highlight that strategic human resource management practices and a supportive organizational culture act as transformative forces that directly enhance a firm's overall resilience. When a company successfully blends these elements, it unlocks superior commercial outcomes, Garrido-Moreno, Martín-Rojas & García-Morales (2024) establishes that organizational resilience, alongside constant innovation, plays a decisive role in directly elevating overall business performance. The modern corporate structures integrate these capabilities into their overarching mission, Florez-Jimenez et al. (2025) connect corporate sustainability and long-term organizational resilience to a clear corporate purpose, proving that an organization's capacity to survive depends on a unified, high-quality human workforce dedicated to a shared strategic direction.

While existing organizational literature extensively details how motivation and commitment influence employee output, a distinct empirical gap remains regarding how these variables interact within the fast-paced, customer-centric lifestyle and home improvement retail sector. Current studies frequently isolate these variables or test them within heavily structured, non-commercial, or project-driven environments, leaving a significant gap in our understanding of modern commercial retail dynamics. A major gap arises from the heavy focus of previous research on public, construction, or specialized corporate sectors. For instance, Lin, Liu, and Li (2024) and Pham et al. (2024) explore public service motivation, organizational trust, and transformational leadership, but they restrict their empirical focus entirely to public sector employees. While their findings demonstrate how internal drive buffers burnout and sparks innovative behavior, public sector dynamics differ fundamentally from the profit-driven, highly competitive retail market. Similarly, Cendrayani and Sidharta (2020) confirm that organizational culture dictates affective and normative commitment, yet they base their findings on the construction sector in Bandung—an industry characterized by temporary, project-based operations rather than continuous, direct customer service.

Furthermore, current literature often narrows the scope of motivation and commitment to specialized corporate policies or niche operational goals. Hosen et al. (2024) identifies training, career development, and general organizational commitment as strong predictors of work performance, but they view commitment primarily as a product of formal, structured human resource interventions. Conversely, Liaquat et al. (2024) examine motivation through a highly specific lens, linking it directly to green behaviors and environmental performance. These studies overlook how baseline work motivation and a generalized sense of moral obligation (normative commitment) directly shape everyday operational efficiency, shelf management, and customer relations.

The organizational scholars widely acknowledge that psychological capital (PsyCap) and motivation enhance workforce productivity, a distinct empirical gap remains regarding how these variables operate within highly structured, bureaucratic State-Owned Enterprises (BUMN) in developing economies. Existing studies often analyze PsyCap under extreme external stressors or isolate its components within non-bureaucratic settings, leaving the specific dynamics of state-governed corporate environments largely unexamined.

A major gap arises from the institutional context of previous studies. Current literature frequently explores PsyCap within private, hospitality, or general organizational environments across different geographic regions. For instance, Sen et al. (2024) demonstrate how PsyCap reduces work stress and job insecurity while elevating performance among general employees in India. Similarly, Khanam and Tarab (2025) limit their exploration of PsyCap to its role as a psychological buffer against customer incivility and emotional exhaustion among frontline hospitality workers. While Manik et al. (2023) do evaluate PsyCap and curiosity within the localized context of Bandung, Indonesia, their framework links these traits exclusively to employee creativity rather than broader operational performance metrics. These contexts differ fundamentally from an Indonesian BUMN, where employees must balance commercial profitability with strict bureaucratic regulations, rigid hierarchies, and public service mandates.

Furthermore, researchers frequently study positive psychological resources in isolation or connect them to broad, non-specific organizational variables. David et al. (2024) advocate for a positive psychological approach to improve general employee well-being and performance, yet they overlook how formal corporate motivation systems interact with these internal traits. Similarly, Surya et al. (2023) link PsyCap and psychological empowerment strictly to innovative work behavior in uncertain environments, rather than addressing baseline, everyday performance deficits. While Aggarwal (2024) confirms that organizational culture dimensions dictate employee satisfaction and performance levels, the study fails to account for how an individual's internal psychological capital interacts with structured motivational drives to overcome suboptimal performance.

This study directly addresses these empirical omissions by shifting the focus to a specific, vital sector—a State-Owned Enterprise (BUMN) in Bandung. Unlike private firms or hospitality businesses, Indonesian state-owned enterprises operate under unique bureaucratic pressures where rigid corporate structures can inadvertently suppress employee drive and lead to suboptimal performance. By evaluating how PsyCap (hope, efficacy, resilience, and optimism) works simultaneously with motivation to drive individual performance in a BUMN, this research bridges the gap between positive psychological theory and the realities of public-sector corporate governance.

Method

To achieve the research objectives, the study employs a quantitative research design with a descriptive-verification survey approach. The research team gathers primary empirical data directly from a sample of 87 employees at a prominent State-Owned Enterprise (BUMN) in Bandung. The structural model examines three core research variables to address the specific performance challenges within the organization. Psychological Capital (PsyCap)—comprising the four distinct dimensions of hope, efficacy, resilience, and optimism—and Work Motivation serve as the independent variables, while Employee Performance acts as the dependent variable. To measure these constructs accurately, the team administers a structured questionnaire using a Likert scale.

Before conducting the final structural evaluation, the researchers execute strict data quality tests to ensure the measurement instrument's robustness and accuracy. The team performs a validity test using Pearson's Product-Moment correlation to confirm that each questionnaire item accurately represents its corresponding variable. Simultaneously, a reliability test utilizing Cronbach's Alpha evaluates the internal consistency and stability of the research scales. Finally, the study utilizes path analysis as the primary data analysis technique to answer the proposed research questions. This statistical method allows the researchers to calculate the direct paths, evaluate the concurrent relationships, and determine the exact structural impact of Psychological Capital (PsyCap) and Motivation on Employee Performance within the state-owned enterprise.

Result and Discussion

The demographic profile of the 87 respondents reveals a mature, highly educated, and predominantly male workforce operating within this state-owned enterprise (BUMN) in Bandung. Male employees dominate the sample, accounting for 58 individuals (66.7%), compared to 29 female employees (33.3%). This gender distribution reflects the typical workforce composition in many large Indonesian state-owned corporate environments, where specific operational, technical, or field-based roles frequently attract a higher proportion of male applicants. The age distribution highlights a seasoned and professionally stable workforce. Specifically, 21 respondents (24.1%) are under 25 years old, and 14 individuals (16.1%) fall into the 26–30 age bracket. The vast majority of the workforce sits squarely within the 31–35 age range, representing 46 individuals or 52.9% of the total sample. Meanwhile, mature employees aged over 40 years constitute the smallest segment at just 6 individuals (6.9%). This concentration in the 31–35 age bracket indicates that the enterprise relies heavily on a core group of early-to-mid-career professionals. These individuals have already accumulated sufficient organizational experience, yet they still retain the long-term career longevity and physical energy required to drive corporate goals.

The data reveals an exceptionally well-educated workforce, which aligns with the rigorous recruitment standards of state-owned enterprises. While 21 respondents (24.1%) hold a high school or vocational diploma and 7 individuals (8.0%) possess a junior college diploma, an overwhelming majority of 59 respondents (67.8%) have earned a Bachelor's degree. This dominant educational tier provides the enterprise with a highly qualified talent pool capable of processing complex strategic tasks, adapting to digital corporate shifts, and executing administrative responsibilities with a high level of professional competence.

To evaluation of the Psychological Capital (PsyCap) variable confirms excellent data quality. The individual questionnaire items yielded *r*-values ranging from 0.391 to 0.778. Because all these values exceed the critical statistical threshold, they prove that every item accurately measures the multi-dimensional facets of PsyCap. Furthermore, the variable achieved a high Cronbach's alpha value of 0.808, demonstrating strong internal consistency and scale reliability well above the accepted 0.60 benchmark.

The assessment of the Motivation variable also demonstrates solid psychometric properties. The correlation values for this construct ranged between 0.355 and 0.688, confirming that all items serve as valid indicators of workforce drive. In terms of reliability, the variable produced a strong Cronbach's alpha value of 0.803, verifying that the motivation scale yields highly stable and dependable results across the sample.

The statistical test confirms the validity and reliability of the Employee Performance. The items measuring this construct generated correlation coefficients ranging from 0.329 to 0.712, establishing that each question successfully captures actual workplace productivity and output. Additionally, the analysis revealed a Cronbach's alpha value of 0.785, which further verifies that the performance measurement scale possesses a high degree of internal consistency.

The path analysis reveals a strong and interconnected relationship among the variables within the state-owned enterprise, demonstrating that Psychological Capital (PsyCap) acts as the most dominant driver of employee performance. First, the structural model uncovers a high correlation coefficient of 0.617 between PsyCap and Motivation, indicating that employees with strong psychological resources—such as hope, efficacy, resilience, and optimism—naturally maintain significantly higher levels of work drive. Looking at the individual direct trajectories, PsyCap yields a substantial beta value (β) of 0.490 toward Employee Performance, while Motivation exerts a slightly lower but still powerful direct beta value of 0.440.

When accounting for both direct paths and the shared variance from their high correlation, the total effect (combining direct and indirect influences) of PsyCap on Employee Performance reaches 0.373, whereas the total effect of Motivation stands at 0.327. This comparison confirms that PsyCap ultimately plays the most dominant role in optimizing workplace output. Collectively, the model achieves an exceptionally high overall simultaneous effect (R^2) of 0.700, which means that PsyCap and Motivation together explain 70% of the total variance in employee performance. Conversely, the analysis yields a low residual error value (ϵ) of only 0.300, proving that external unmeasured factors influence the remaining 30% of performance outcomes and confirming that this model possesses excellent explanatory power.

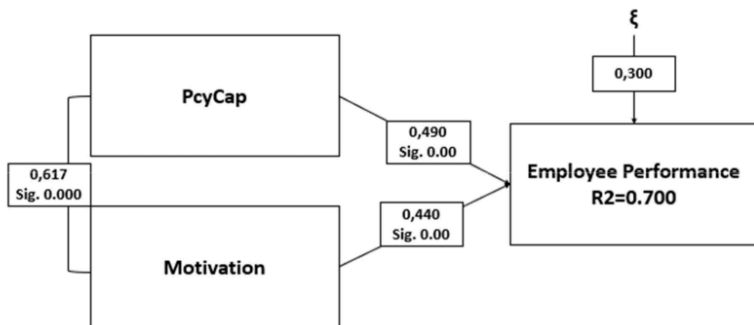


Figure 1. Data Analysis of the empirical findings

The results of this study confirm that both Psychological Capital (PsyCap) and Motivation exert a significant, positive influence on Employee Performance within the state-owned enterprise (BUMN) in Bandung. By operating as a powerful behavioral catalyst, a robust psychological profile paired with strong workplace drive directly resolves the chronic issue of suboptimal employee performance.

The substantial impact of PsyCap (hope, efficacy, resilience, and optimism) on employee performance corroborates the long-standing academic consensus championed by Youssef-Morgan (2024), who reflects on twenty-five years of progress to show how positive psychological resources systematically enhance workforce mental health and overall organizational capability. When employees possess high PsyCap, they do not merely complete routine tasks; they actively improve their behavioral outcomes. Luo et al. (2022) demonstrate that PsyCap promotes adaptive performance by increasing an employee's readiness for change, a quality that proves vital for BUMN workers navigating modern corporate transformations.

Furthermore, positive psychological traits fuel specialized workplace behaviors, Kumar et al. (2022) establish that PsyCap triggers innovative work behavior through creative self-efficacy, while Paliga et al. (2022) confirm that high PsyCap directly regulates professional influence to secure superior job satisfaction and job performance. Within the rigid, bureaucratic structures of an Indonesian public enterprise, these psychological resources empower workers to remain resilient against organizational stressors and maintain peak productivity (Sidharta, 2024).

The research model also highlights a strong, reinforcing link between internal psychological capital and employee drive, Shaheen, Gupta & Zeba (2024) validate this dynamic, proving that intrinsic motivation and goal commitment actively mediate the relationship between PsyCap and the multifaceted nature of job performance. This means that a resilient mind naturally fosters a highly motivated worker. This reciprocal relationship finds further support in recent healthcare and corporate literature, Qiu et al. (2025) demonstrate that self-determined motivation builds patient safety and professional competency by directly reinforcing an individual's psychological contract and PsyCap. When an organization cultivates these internal drives, it infuses the daily routine with a deeper sense of purpose. As Sidharta (2025) notes, connecting human drive to the meaning of work significantly enhances behavioral performance and green efficiency across creative and corporate environments alike.

The leadership and structural support amplify these motivational effects, Zhou et al. (2024) illustrate that supportive corporate environment—such as servant leadership and mentorship—successfully inspire organizational commitment and feedback-seeking behavior by actively building the newcomer's psychological capital.

This study confirms that when a Bandung-based BUMN strategically invests in its employees' Psychological Capital and aligns its corporate motivation systems, it unlocks maximum workforce potential. By cultivating hope, fostering efficacy, building resilience, and nurturing optimism alongside targeted motivational incentives, the enterprise effectively eliminates performance deficits and secures a highly productive, adaptive, and committed workforce.

Conclusions

This study confirms that both Psychological Capital (PsyCap) and Motivation exert a significant, positive influence on Employee Performance within a State-Owned Enterprise (BUMN) in Bandung. By employing a quantitative survey approach among the enterprise's workforce, the research team gathered empirical evidence proving that positive psychological resources and structured workplace drive directly resolve chronic performance deficits. Ultimately, the integration of hope, efficacy, resilience, and optimism alongside targeted motivational incentives allows the enterprise to secure a highly productive, adaptive, and committed workforce. This research advances organizational behavior literature by validating the applicability of positive psychology theories within highly structured, bureaucratic public-sector environments. It proves that internal psychological capital interacts synergistically with motivational drives, shifting the focus of performance management from purely external controls to intrinsic behavioral development. For corporate executives and human resource practitioners within state-owned enterprises, these findings provide a clear blueprint for strategic workforce development. The company can directly elevate its operational output by shifting from rigid administrative oversight to human-centric investments, ensuring that organizational transformations align with the psychological readiness of the employees.

To maximize workforce potential and eliminate performance gaps, management should adopt the following targeted strategies, Incorporate PsyCap into Corporate Training, the HR department should design specific training modules that focus on building psychological resilience, fostering professional self-efficacy, and nurturing an optimistic outlook among employees facing structural shifts. Align Incentives with Intrinsic Needs, executives must restructure the corporate incentive program to include not only financial rewards but also professional recognition, clear career trajectories, and meaningful feedback to sustain long-term work motivation. Cultivate a Supportive Leadership Culture, supervisors should practice supportive management styles that encourage open feedback and autonomy, effectively helping employees maintain high hope and confidence during high-pressure assignments.

While this study offers valuable insights, certain limitations restrict the generalizability of the findings. First, the empirical data relies entirely on a survey approach within a single state-owned enterprise in Bandung, which may not fully reflect the organizational dynamics of private corporations or BUMNs in other geographical regions. Second, the cross-sectional nature of the data captures employee attitudes at a single point in time, limiting the ability to observe long-term behavioral changes. Future scholars should expand the scope of this study by conducting longitudinal research to track how changes in PsyCap and motivation affect performance over an extended period. Additionally, future studies should introduce moderating variables, such as leadership styles, organizational culture, or digital workplace tools, across multiple public and private sectors to provide a more comprehensive framework for workforce optimization.

References

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