

Impact of Psychological Capital, Organizational Commitment on Employee Performance of Mandiri Syariah Bank

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Abstract: Research on employee performance is still relevant and interesting to be studied in companies around us. There are two factors that have an effect on employee performance, namely psychological capital and organizational commitment. The location chosen in this study is the Bank Syariah Mandiri City Lamongan. The population in this study were 40 employees of Bank Mandiri Syariah in Lamongan using the saturated sample method. Data analysis using SPSS with multiple linear regression. The results showed that psychological capital and organizational commitment had a significant positive effect on employee performance at Syariah Syariah Mandiri Bank Lamongan.

Keywords: employee performance, psychological capital, and organizational commitment

I. INTRODUCTION

This performance is a reflection of employee behavior in operations and is closely related to the achievement of organizational goals (Campbell, McHenry & Wise, 1990). The concept of organizational development prioritizes human resources or personnel. (Wairooy, 2017; Kistyanto et al, 2018) suggests that the success of a company is influenced by the level of performance of employees. The higher the level of performance, the greater the success of a company. Research on employee performance is still relevant and interesting to be researched at companies around us (Wardoyo et al, 2018).

Bank Syariah Mandiri is Indonesia's banking institutions stood since 1995. Lamongan famous as a city that has many boarding schools that have quite a complex character in all fields, be it in the field of religious life, social, cultural and economic, as well as the community. Syariah Mandiri Bank in Lamongan city conduct performance appraisals of Human Resources (HR) running at just look achievement lagging indicator without looking at leading indicators made in achieving these targets. The results of the assessment only describe the quantity and do not look at quality such as communication, cooperation from the HR business itself, so that the results of the assessment seem to be running independently.

The first factor tested for its effect on employee performance is psychological capital. Psychological capital is a concept that has gained a lot of interest now, with a view to focusing on the unique strengths and values of that person. This includes efforts to resolve problems or weaknesses of individuals and ideas to bring positive changes in behavior and produce better performance.

The second factor tested for its effect on employee performance is organizational commitment. Organizational commitment has been established in the organization and management literature as a construct that is continually being studied (Johnson, Groff, & Taing, 2009). According to (Kuntjoro, 2002) that organizational commitment as a sense of identification (trust in organizational values), involvement (willingness for the organization concerned) expressed by an employee of the organization. Steers believes that organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization. Commitment to the organization means more to do their best for the sake of the organization and loyalty (the desire to remain a member rather than formal membership), because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the interests of the organization for the achievement of objectives.

II. LITERATURE REVIEW

2.1 Psychological Capital

Psychological capital is defined as a positive condition in individuals that is far from the picture of "despair and difficulties" in the organizational sphere (Nelson & Cooper, 2007). According to Mutamimah and Munadharoh (2013) psychological capital is a process to increase employee initiation and perseverance. In this study, researchers refer more to research. Simons and Buitendach (2013), namely psychological capital is empowerment in terms of psychological perspectives in the form of individual attitudes towards the work of employees and the role of employees towards the organization.

According to Luthans (2007) Psychological Capital is a condition of one's positive development and is characterized by: (1) Having confidence (self-efficacy) to deal with challenging tasks and give enough effort to succeed in those tasks. (2) Make a positive attribution (optimism) about success in the present and future. (3) It is not easy to give up in achieving the goal and if necessary divert the way to achieve the goal (hope); and (4) when faced with problems and obstacles can survive and return (resiliency), even more so, to achieve success. Psychological Capital has 4 dimensions: 1) Self-efficacy, 2) Hope, 3) Optimism, 4) Resiliency. In this research. Factors that underlie positive employee attitudes are psychological capital so that it can affect employee performance.

2.2 Organizational Commitment

Meyer and Allen (1991) the multidimensional model of the three components proposed that organizational commitment consists of three components: affective commitment, continuance commitment, and normative commitment. Affective commitment is related to the desires of individuals or organizations. Furthermore, normative commitment is associated with individual feelings of obligation to the organization.

Organizational commitment has been established in the organization and management literature as a construct that is continually being studied (Johnson, Groff, & Taing, 2009). Organizational commitment consists of three forms: affective, continuance, and commitment. The desire to remain with the organization. Continuous commitment is associated with the perceived costs of individuals leaving the organization or having to remain with the organization. In this study, in accordance with the conditions of the company to be investigated, the researcher refers more to the opinion of (Krishnaveni & Ramkumar, 2008) defining organizational commitment as psychological conditions that bind individuals to the organization.

2.3 Employee Performance

The expert management provides a wide range of understanding of the performance is in line with their point each, and even by their direct work experience natural and feel. Employee Performance is the overall result of a person during a certain period in carrying out the task, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon (Rivai & Basri, 2004). Armstrong and Baron (2006), Employee Performance is the result of work that has a strong relationship with the goals of organizational strategy, customer satisfaction and economic contribution. Moeherton said, performance is a picture of the level of achievement of the implementation of an activity program.

Noviawati (2016) which explains that employee performance is a result of the quality and amount of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Based on the existing conditions in the company to be investigated by researchers, this study refers to the opinion of Armstrong and Baron (2006) namely Employee Performance is the result of work that has a strong relationship with the objectives of organizational strategy, customer satisfaction and economic contribution. According to Robbins (2008) employee performance can be measured using six indicators, namely: 1) Timeliness; 2) Work quantity; 3) Quality of work; 4) Effectiveness; 5) Independence; 6) Work commitment.

III. METHOD

This type of research is quantitative research with causal nature. The location chosen in this study is the Lamongan City Syariah Bank company, which is located on the Panglima Sudirman highway, Ruko L1 Blok A10 - A11 and in Babatan Village, Lamongan District, Lamongan City, East Java Province. The population in this study were 40 employees of Bank Mandiri Syariah in Lamongan using the saturated sample method. Data analysis using SPSS with multiple linear regression with the following equation:

$$\text{Employee Performance} = \alpha + \beta_1 \text{Psychological Capital} + \beta_2 \text{Organizational Commitment} + e$$

IV. RESULT

Table 1 shows that the corrected item total correlation results for each statement item are above the number 0.300. Then the answers given by respondents in each item statement declared valid. Based on the table also shows the results of cronbach's alpha of above 0.700. Then it can be concluded that the three variables are in a reliable condition.

Table 1. Validity and Reliability Test

Item	Validity Test	Reliability Test	Item	Validity Test	Reliability Test
X1.1	0.429	0,831	Y1	0.380	0,826
X1.2	0.721		Y2	0.320	
X1.3	0.636		Y3	0.441	
X1.4	0.695		Y4	0.525	
X1.5	0.483		Y5	0.397	
X1.6	0.524		Y6	0.449	
X1.7	0.382		Y7	0.636	
X1.8	0.365		Y8	0.695	
X1.9	0.722		Y9	0.722	
X1.10	0.436		Y10	0.368	
X1.11	0.433		Y11	0.486	
X1.12	0.462		Y12	0.462	
X2.1	0.382	0,821			
X2.2	0.391				
X2.3	0.698				
X2.4	0.436				
X2.5	0.433				
X2.6	0.512				
X2.7	0.413				
X2.8	0.721				
X2.9	0.636				
X2.10	0.693				
X2.11	0.526				
X2.12	0.524				

While the statistical test in this study uses the non-parametric statistical test Kolmogorov-Smirnov (KS) to find out whether the data distribution in this study is normal or not, and the results show a significance level of $0.050 < 0.997$, so it can be assessed that the data is normal. For multicollinearity test shows two dependent variables have a VIF value less than 10 and a tolerance value greater than 0, so it can be concluded that there is no multicollinearity. Based on scatterplot diagrams showing the distribution of points occurred in all parts of the X axis and Y axis. This shows that the regression model is feasible to predict employee performance based on the independent variable psychological capital and organizational commitment.

Table 2. t-test and f-test

Variable	Unstandardized Coefficients	t	sig
(Constant)	1.129	2.493	0.017
Psy_Cap	0.681	5.285	0.000
Or_Commitment	0.634	5.056	0.007
F-test		27.930	0.000
Adjusted R Square	0.355		

Based on table 2 shows that the independent variable *psychological capital* and organizational commitment obtained by the equation 1 mode of multiple linear regression, namely:

$$EP = 1,129 + 0,681 \text{ Psychological Capital} + 0,634 \text{ Organizational Commitment} + e$$

Based on table 2 shows the f test, the significant value of 0,000 on the basis of determining the significance value of 5% or 0.05; then the regression model can be used to predict psychological capital variables and organizational commitment to influence together on employee performance. The magnitude of the two independent variables affecting the dependent variable is 35, 5 %, the remaining 64.5% is influenced by other variables.

Psychological capital variable with a significance level of 0,000 is smaller than 0.05 and t arithmetic 5.285 shows that the psychological capital variable has a significant positive effect on employee performance. These results are supported by research results According to Meyer and Allen as quoted by Luthans *et al*(2011), Moehariono (2009). This shows that the better the ability or psychological state of the employee, it will improve its performance and have a positive impact on the company.

Organizational commitment variable with a significance level of 0, 07 is smaller than 0.05 and 5.056 t indicates that the organizational commitment variable has a significant positive effect on employee

performance. These results are supported by the results of Sorensen et al. (2006), Hariyanti and Nasir (2002). This shows that employees who have high commitment will have high performance and have a good impact on the company.

V. CONCLUSION

The results showed that psychological capital and organizational commitment had a significant positive effect on employee performance at Syariah Mandiri Bank in Lamongan. The implication for the company is expected to maintain the psychological capital condition of employees in order to remain good by establishing a work culture and good communication between employees. In addition, companies need to maintain the commitment of their employees 'organizations by conducting programs that are able to make employees' commitments increase. The next researcher can test the research variables in other companies and with a larger amount of data. With the limitations of this study, it is expected to be refined in further research.

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