

The Impact Of Work Involvement, Psychological Capital, Organizational Commitment, Quality Of The Work Environment On Employee Performance With Job Satisfaction As A Mediator For KPKNL Tegal Employees

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Abstract. The purpose of this study is to 1) determine the impact of work involvement on employee performance, 2). knowing the impact of psychological capital on employee performance, 3). knowing the impact of organizational commitment on employee performance, 4). knowing the impact of the quality of the work environment on employee performance, 5). knowing the impact of job engagement on job satisfaction 6). knowing the impact of psychological capital on job satisfaction, 7). knowing the impact of organizational commitment on job satisfaction, 8). knowing the impact of the quality of the work environment on job satisfaction. 9). knowing the impact of job satisfaction on employee performance, 10). knowing the impact of work involvement on employee performance with job satisfaction as a mediator, 11). knowing the impact of psychological capital on employee performance with job satisfaction as a mediator, 12). knowing the impact of organizational commitment on employee performance with job satisfaction as a mediator, 13). knowing the impact of the quality of the work environment on employee performance with job satisfaction as a mediator. The subjects of this study were all KPKNL Tegal employees, totaling 42 employees. The technique used to collect data in this study was questioner. The data analysis methods used in this study are instrument validity and reliability tests, descriptive statistics, partial least square analysis.

Keywords: Work Engagement, Psychological Capital, Organizational Commitment, Quality of the Work Environment, Job Satisfaction, Employee Performance.

1. Introduction

Employee performance in addition to being influenced by work involvement is also influenced by psychological capital. Psychological capital is the development of positive organizational behavior that emphasizes the use of excess or positive forces that exist in the resources of society. [1] said that every company needs psychological capital development so that the company is different from other companies so that a competitive advantage is achieved through investment, utilization, development and management of psychological capital. Increasing psychological capital which is the capital that already exists in employees will perfect the potential of employees. A high commitment to the agency will also improve employee performance [2]. A loyal attitude towards the organization is indicated by the desire

to work optimally for the progress of the organization, the willingness to continue to accept common values, and acceptance of what is the goal of the organization [3].

Job satisfaction is also a factor that affects employee performance because job satisfaction is a feeling felt by every employee in carrying out all their work, where the feeling of being happy about their work or unhappy with their work. Job satisfaction will be seen from the performance produced by each employee. Good employee performance indicates that a person is satisfied with their job. Some experts give opinions that are not so different depending on the point of view and emphasis on different dimensions of satisfaction, but basically have the same goal of providing clarity about job satisfaction that a person's level of job satisfaction will affect the performance of employees.

Based on the Regulation of the Minister of Finance of the Republic of Indonesia Number 154 / PMK.01 / 2021 concerning the Organization and Work Procedures of Vertical Agencies of the Directorate General of State Assets (DJKN) of the Ministry of Finance, the State Wealth and Auction Service Office, hereinafter referred to as KPKNL, is a DJKN Vertical Agency which is under and directly responsible to the Head of the DJKN Regional Office. The KPKNL is headed by a Chief. KPKNL has the task of carrying out services in the field of state wealth, appraisal, and auctions. Employees who have effective and efficient performance are needed in achieving organizational goals.

KPKNL Tegal as one of the vertical office units of DGT, has an important role for the economic development of the community and the government in its work area, namely Tegal City, Tegal Regency, Brebes Regency and Pemalang Regency which are Cities / Regencies with dynamic economic growth rates, so that KPKNL Tegal is needed in the task of carrying out services in the field of state wealth, appraisal, and auctions. KPKNL Tegal must continue to improve performance in its duties and functions so that it can play a role in increasing economic growth for the community itself and for the local government.

Performance is the quantity and quality of individual work in the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been set or applicable in the organization. The results of employee performance measurements carried out by KPKNL Tegal employees are as follows:

Table 1. Employee Performance Achievements at the KPKNL Tegal Office
Year 2021

Performance Status	Total Employees	Number of Employees With Performance Achievements	Percentage
Excellent	6	35	17 %
Good	26	35	69 %
Enough	8	35	14 %
Total			100%

Source: KPKNL Tegal

Based on the table above, it shows that the results of measuring the achievement of employee performance at the KPKNL Tegal Office, 69% of employees have good performance and 14% have sufficient performance and only 17% have excellent performance. The measurement of employee performance achievement is obtained from the recapitulation of the calculation of Employee Performance Achievement (CKP), Behavioral Value (NP) and Employee Performance Value (NKP). The performance improvement efforts that have been

carried out by KPKNL Tegal broadly include four pillars, namely service quality, facilities and infrastructure, human resources, and information systems.

The existing problem can be seen from the results of observations made by researchers, namely that there are still some employees who arrive late for work, where KPKNL Tegal has operating hours from 07.30 to 16.55 WIB and there are also some employees who although not late but do not immediately work but do not immediately work but chat with colleagues, sometimes there are employees who leave the workplace without permission so that the completion of work becomes delayed. Delays in completing the workload owned so that it makes the schedule that has been set backwards.

[4]

KPKNL has several divisions, namely the general section, state financial management, state receivables, law & information, internal compliance and functional position groups and from these divisions there are physical and non-physical work environment conditions and different impacts on each employee's performance in the agency. The problem related to the work environment is the lack of air circulation that enters the room so that it feels stuffy even though you have used an air conditioner. The problem of the non-physical environment is the lack of personal closeness of the leadership to its employees, so that the relationship is only limited to work relations which results in a lack of familiarity and a sense of protection felt by both parties and still lacks smooth communication between employees between divisions.

Research on psychological capital on performance studied by Julianti which proves that psychological capital has an influence on job satisfaction while the research [2,5] proves that psychological capital has no effect on job satisfaction. Based on the above presentation, it is interesting to discuss this problem in a study entitled "The Impact of Work Involvement, Psychological Capital, Organizational Commitment, Quality of the Work Environment on Employee Performance with Job Satisfaction as a Mediator of KPKNL Tegal Employees".

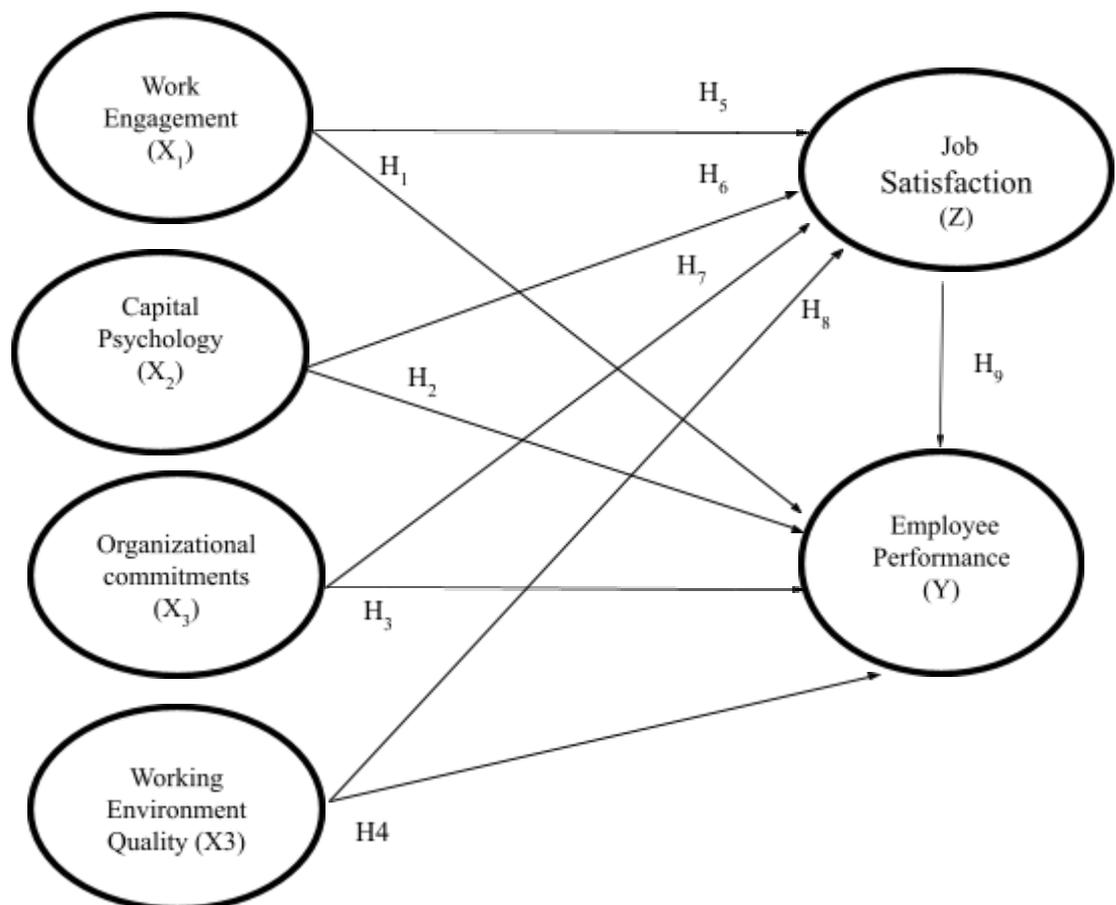


Figure 1. Conceptual Framework of Thought

2. Methods

This research belongs to the type of survey research. The population of this study was all KPKNL Tegal employees, totaling 42 employees. The technique used to collect data in this study was a questionnaire.

3. Results And Discussion

3.1. Instrument Validity and Reliability Test

The purpose of the act of study is to get the truth. In this context, the question of validity is basically a very urgent aspect, since the truth can only be obtained through effective tools. This validity test was carried out using Pearson's product-moment correlation test technique. For the interpretation of the coefficient, if a r_{hitung} is obtained $> r_{table}$, then it can be concluded that the questionnaire item is included in the valid category.

Reliability means that the instrument is reliable enough to be used as a data collection tool because the instrument is good. A good tool is less likely to direct the informant to a specific answer. In this study, the Alpha Cronbach technique (coefficient) was used to analyze the problems in this study, and an internal consistency reliability test was carried out on the instrument. A measurement can be said to be reliable if its alpha coefficient is greater than 0.7.

3.2. Descriptive Statistics

This analysis was carried out in order to obtain a descriptive picture of the informants of this study, especially those related to the study variables used. The analysis was carried out using exponential statistical analysis techniques to describe the informant's perception of the questions asked.

3.3. Partial Least Square Analysis

In this study, data analysis used *Partial Least Square* (PLS). PLS is a *structural equation modeling* (SEM) equation model based on components or variants. According to Ghazali (2018), PLS is an alternative approach that has shifted from a covariant-based SEM approach to a variant-based one. Ghazali (2016) *Partial Least Square* conducted in this study can be explained as follows:

3.3.1. Designing a Measurement Model or Outer Model

Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item *score / component score* and *the construct score* calculated with PLS. The individual reflexive measure is said to be high if it correlates more than 0.70 with the construct to be measured. However, for early-stage research, the development of a scale measuring the loading value of 0.5 to 0.60 is considered sufficient [7]

Another method for assessing *discriminant validity* is to compare *the square root of average variance extracted* (AVE) values of each construct with a correlation between the construct and the other constructs in the *model*. If the value of the square root of the AVE of each construct is greater than the value of the correlation between the construct and the other constructs in the model, then it is said to have a good discriminant validity value. *Composite reliability* block indicators that measure a construct can be evaluated with two kinds of measures, namely internal consistency and *Cronbach's Alpha*

Table 2. Outer Model Evaluation

Index	Value
<i>Outer loading</i>	> 0.05
<i>Average Variance Extracted (AVE)</i>	> 0.5
<i>Composit reliability (CR)</i>	> 0.8
<i>Cronbach Alpha</i>	> 0.6

3.3.2. Designing Structural Models or Inner Models

The inner model draws the relationship between latent variables based on substantive theory. The structural model was evaluated using Rsquare for the dependent construct, the Stone-Geisser Q-square test for predictive relevance and the t test and the significance of the coefficients of structural path parameters.

Table 3. Inner Model Evaluation

Index	Value
Coefficient of determination (R ²)	0.75, 0.50 and 0.25 indicate strong, moderate, and weak models
Predictive Relevance	$Q^2 = 1 - (1 - R^2) \dots (1 - R_p^2)$... Q-square > 0 indicates the model has a predictive relevance value, and if the Q-square value
Goodness of Fit (GoF)	(GoF) = GoF small = 0.1, GoF medium = 0.25 and large GoF = 0.38

3.3.3. Test the Goodness of Fit Model

At this stage, testing of the suitability of the model will be carried out through various goodness-of-fit criteria. Partial Least Square (PLS) does not assume the presence of a specific distribution for parameter estimation so parametric techniques for testing the significance of parameters are not required. Measurement models or outer models with reflexive indicators are evaluated with convergent and discriminant validity of the indicators and composite reliability for indicator blocks. Meanwhile, outer models with formative indicators are evaluated based on their substantive content, namely by comparing the magnitude of the relative weight and looking at the significance of the weight size.

3.3.4. Coefficient of Determination Test

Changes in R-squared values can be used to assess the impact of certain latent variables on latent variables, regardless of whether the variable has a substantial impact. In addition to looking at the R-squared value, the PLS model is also evaluated by looking at the Q-squared prediction correlation of the constructed model. Q-squared measures the quality of observations produced by the model and the estimated values of the parameters. A Q-square

value greater than 0 (zero) indicates that the model has a predictive correlation value, and a Q-square value less than 0 (zero) indicates that the model has a smaller predictive correlation.

3.3.5. Hypothesis Test

For testing in this study, a PLS program was used where the significance level used was 5%. The basis for hypothesis testing is that if the Sig value < 0.05 then the hypothesis is accepted, while if the Sig value > 0.05 then the hypothesis is automatically rejected.

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