

WORK ENGAGEMENT OF GOVERNMENT AGENCY IN ORGANIZATIONAL OF AIRPORT AUTHORITY JAKARTA: THE ROLE OF PSYCHOLOGICAL CAPITAL

Dian Din Astuti Mulia¹, *Laila Meiliyandrie Indah Wardani², Anggiat
Napitulu², Isidorus Anung Prabadhi²

¹Department of Psychology, Universitas Mercu Buana, Jakarta, Indonesia

²Polytechnic School of Immigration, Law and Human Right Ministry,
Indonesia

*Corresponding author: laila.meiliyandrie@mercubuana.ac.id

Received date: 13 June 2022; Accepted date: 19 August 2022

Abstract: The main task of the organization is able to increase engagement work to achieve organizational goals more advanced and able to face global challenges. The purpose of this study is to see the influence of the psychological capital which consists of four aspects namely self-efficacy, optimism, hope, resiliency. Which acts in forming work engagement. Design of this research is a survey, which involved 87 employees of Airport Authority Office Area I Jakarta. There are three questionnaires are used in data collection. Prerequisites test conducted prior to test hypothesis that consists of data normality test, linearity, multikolinieritas, autocorrelation, and heterodeskositas. The research proves that psychological capital can predict work engagement. Based on the test results of these studies we can conclude that the psychological capital can predict the work engagement of employees in the Office of Airports Authority Region 1 Jakarta, Indonesia.

Keywords: Work Engagement, Psychological Capital, Self-Efficacy, Hope, Resiliency, Optimism

INTRODUCTION

Era of globalization characterized by increasingly rapid development in all fields, especially in the organization of the company. This requires the effectiveness and efficiency of the organization to be able to survive high in the midst of a very tight competition between organizations. Human resources is a key element in an organization as compared with other elements such as capital, technology, and money. This is because the man

himself is controlling the other factors. Organization managed by humans, without the organization's human resources can not exist (Cascio & Herman, 2005).

Based on the research report conducted by the United Nations Development Programme (UNDP, 2013) shows empirical data that Indonesia has a Human Development Index in 2012 amounted to 0,629 where it indicates that Indonesia was ranked 121 out of 186 countries. This of course is something that is very alarming to see the level of quality of human resources in Indonesia is still very low.

The main objective of human resource management is to increase (improve) the contribution of human productive in organization. Humans are one of the most important elements in an organization. Whatever the shape and activities of an organization man has always played an important role in it. In organizations, people relate to each other, talk about what motivates them, their outlook on life and even what is their common goals (Cascio & Herman, 2005).

Strategy development potential of human resources in the organization, the main thing to note is how to mobilize all members of the organization to provide the best for the organization. Modern organizations today expect their employees to be proactive and show initiative, be responsible for their own professional development, and are committed to having quality performance with high standards (Bakker, Schaufeli, Leiter, & Taris, 2008). Thus, organizations are in need of workers who feel energetic and dedicated, have high morale, as well as fully engaged with their work.

Work engagement is a variable that offer aspects of the aspects that make a real difference for workers to be more competitive and excel in the organization (Bakker & Demerouti, 2007; Bakker, Schaufeli, Leiter, 2008; Bakker & Leiter, 2010; Bakker, 2011; Bakker, Demerouti, Boer, & Scaufeli, 2003; Anwar & Wardani, 2021; Wardani & Werinussa, 2021; Wardani & Firmansyah, 2021). Khan (1990) stated that engagament an expression that simultaneous work and improve themselves positively impact performance and affect other workers personally.

Maslach and Leiter (2008) define the construct of work engagement as a positive term in the opposite sense to burnout. Scaufeli, Salanova,

Gonzalez, and Bakker (2002) defines work as a positive emotional engagement, full engagement in work that is characterized by vigor, dedication, and absorption (fixation on the job). Vigor is characterized by high levels of energy and mental resilience in the work, the willingness to invest more effort in the work, and perseverance in work despite being in trouble (Wardani & Fatimah, 2020; Wardani & Firmansyah, 2019). Dedication is characterized by enthusiasm, inspiration, pride, and challenge (Wardani & Oktafiansyah, 2020). Then, absorption marked by someone who is fully focused and absorbed in his work, where time passes very quickly and is difficult to break away from work (Wardani, Sekarini, Syaputra, Kartikawati, Dawanti, Mulia, & Malek, 2021).

This shows that the importance of an organization's attention to human resources within an organization and the main task of the organization is able to increase engagement work to achieve organizational goals more advanced and able to face global challenges. Ironically, according to a global survey conducted by the consultant services (Gallup, 2013) showed that only 13% of workers worldwide who are engaged with their work, from 142 countries globally. In other words, about one in eight workers or only about 180 million workers in these countries studied psychologically committed to work and contribute positively to the organization.

About 63% of workers disengaged, which means they do not have the motivation and less likely to contribute to the achievement of organizational goals. While as many as 24% of workers are categorized as active disengaged showing the unhappiness and low productivity even be profokator which causes the working environment to be negative. It can be concluded that as many as 900 million workers and 340 million categorized disengaged Actively disengaged workers (Gallup, 2013).

This becomes a very important issue and even from year to year ie 2009 to 2012 the increase in the percentage of workers who are engaged only rose from 11% to 13%. While the proportion of active workers disengaged only decreased from 27% to 24%. Low levels of engagement among global workers is of course a factor that hinder economic productivity gains in most parts of the world (Gallup, 2013).

Many factors that can increase employee engagement work, one of which is psychological capital (Simons & Buitendach, 2013). Psychological

capital or so-called pscap is a term introduced by Luthans, Norman, Avolio, and Avey (2008) to illustrate the potential and psychological capacity of a person. Pscap define as a state of positive psychological development of individuals who are characterized by having self confidence efficacy to take and making an effort that is required for the success of the task at hand, give positive feedback (optimism) against current and future success (Fadhilah & Wardani, 2021; Wulandari & Wardani, 2021), diligent and persistent to the objectives and if necessary, and if faced problems and failures, survive and bounce back, and even stronger than before (resiliency) to achieve success (Wardani, Wulandari, Triasti, & Sombuling, 2020; Wardani & Amaliah, 2020).

Based on the results of research conducted by Simon and Buitendach (2013) reveals that there is a significant relationship between psychological capital to work engagement and organizational commitment. This is consistent with previous research which states that work can engagement resources effected by personal factors (Bakker & Demerouti, 2007; Bakker et al., 2008; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009; Wardani & Noviyani, 2020; Wardani & Pitensah, 2021). Based on the description of the background of the above problems, the authors are interested to examine how the relationship between the psychological capital to work engagement.

Based on the above, the authors conclude that the work engagement of one independent variables is affected by the psychological capital. Expected with the high personal or psychological resources capital good is expected to make a work engagement of workers will be high anyway. Therefore, the authors of this study looked at relevant done to examine the role of these one factors in influencing employee engagement work

METHOD

Participant

The subjects of the study were included in this study were employees of Airport Authority Office Region 1 Jakarta. Teridir of 4 divisions: Air Transport Sector and Airworthiness of Aircraft, Service and Operation Airpor, Security, and Aircraft Operation, and Administration (Personnel and Finance).

Instrument

This research use the method of measurement with three scales and a questionnaire study. The scales used were work engagement scale and psychological capital scale. Work engagement scale used was adapted from work engagement scale used by Scaufeli and Baker (2004). Based on the analysis item to test the internal consistency coefficient obtained aitem total ranged from 0.442 to 0.694. As for reliability test results show the reliability coefficient of Cronbach alpha of 0.903.

PsyCap was measured by using PsyCap Questionnaire (PCQ) consisting of 24 items developed by Luthans, et al., (2007), which consists of self aspects efficacy, optimism, hope, resiliency. The test results of the 24-item-item analysis showed that the 2-item scale that fall. Reliability test results show the reliability coefficient of 0.952 with the results of the test item analysis to move from 0.456 to 0.747.

RESULTS

This study uses regression with one dependent variable and one independent variables. The descriptive, this research can be described in the following explanation. Results of regression analysis showed R_{x1x1Y} value of 0.467 ($F = 23,6$, $p = 0.000$ ($p < 0.001$)). Based on the results of the correlation coefficient (R_{x1x1Y}) of 0.467, then the hypothesis is accepted. The coefficient of correlation between the psychological capital work engagement is quite strong. The value of R-square is 0.218 indicates that 21.8% work engagement is influenced by psychological capital.

This means that the level of employee engagement work can be predicted by psychological capital. The higher psychological capital it will be followed by the higher levels of employee engagement work. Variable psychological accounted for 21.8% of the work engagement of employees, while the remaining 79.2 comes from the influence of outside factors or other variables both independent variables of the study.

The regression equation can be made as follows $Y = 27,937 + 0,494.X1$. Values of significance in hypothesis testing to constant of $0.000 < 0.05$, it can be concluded that significant constants entered in the regression model. B coefficient significance value of $0.014 < 0.05$, it can be

concluded coefficient B entered into the model, or in other words the capital psychological effect on work engagement.

Significant aspects of psychological capital affect only work engagement optimism ($B = 1.401$, $t = 2.888$, $p = 0.005 < 0.05$). Aspects of work engagement with optimism affects the effective contribution of 16 %. It can be concluded that the aspects of psychological capital significant in influencing the work engagement is optimism and other factors did not significantly influence the work engagement.

DISCUSSION

Results of multiple regression analysis of the 87 employees of the airport authority office jakarta region 1 states that the variable psychological capital significantly predicted work engagement of employees with a contribution of 26.4%. The hypothesis is based on test results, it can be said the hypothesis that the psychological capital are predictors of work engagement of employees, received. Independent variables contribute 26.4% of the work engagement, while the remaining 73.6% is the influence of outside factors or other variables of this study.

Results of analysis of this study can be interpreted that the work engagement can be explained by psychological capital, which is consistent with that of past curent studies (Gustitia, 2019; Paeka, 2015; Tsaur, Hsu, & Lin, 2019; Karatepe, Avci, 2017; Gupta, Shahee, Reddy, 2017; Soni & Rastogi, 2019; Wardani & Anwar, 2019). The higher psychological capital employee, then the employee engagement work higher.

Things to explain the psychological capital able to predict work engagement is that the presence of a positive work culture as well as the presence of personal resources that will either increase the work engagement of employees (Xantopaulo et al, 2007). Recent studies have shown that the personal resources mediate the relationship between labor resources (job resources) and work engagement (Liorens, Scaufeli, Bakker, and Salnova, 2007; Xanthopoulou et al, 2009).

Aspects of Psychological capital that significantly affect engagement work only optimism. Aspects of work engagement with optimism affects the

effective contribution of 16%. It can be concluded that the aspects of psychological capital significant in influencing the work engagement is optimism and other factors did not significantly influence the work engagement.

Gupta, Shaheen, and Reddy (2017) declare that the positive relationship between psychological capital and work engagement confirms the earlier finding because employees with high psychological capital are highly efficacious and resilient to the work challenges, beside that they are confident and optimistic about the work outcomes.

People with an optimistic outlook put in sustained effort to achieve the objective in spite of obstacles and setbacks and perceive these setbacks as challenges and opportunities which guide to success (Luthans et al., 2005). This is justified by several previous studies which stated that work engagement has a significant relationship with optimism (Rotich, Cgeriyot & Korir, 2016; Lu, Xie, Guo, 2018; Avey, Luthans, Youssef, 2010).

Based on the results of research conducted by Simon & Buitendach (2013) reveals that there is a significant relationship between psychological capital to work engagement and organizational commitment. This is consistent with previous research which states that work engagement can predicted by personal factors (Bakker & Demerouti, 2007; Bakker et al., 2008; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009, Herbert, 2011; Sister & Aifang, 2018).

Research carried out by Tims, Bakker and Xanthopoulou (2011) states that transformational leadership can improve the work engagement mediated by personal resources with aspects of self-efficacy, and optimism, and who managed to become mediation is a sense of optimism. In addition research and Federici & Skaalvik (2011) adds that self-efficacy is a predictor of work engagement.

The results showed that the work engagement of the Authority Office employees could be improved by employee personal factors namely psychological capital of workers. Workers with high psychological capital produce good performance for workers (Wardani & Amalia, 2021; Amaliah & Wardani, 2021). Workers who have high psychological capital

can be found in a recruitment system where human resource management at the Airport Authority Office prioritizes prospective workers who have good psychological capital indicators such as the characteristics of optimism at work.

The limitation of this research lies in the research framework model that tests the JDR model to predict work engagement only on personal resources. Further researchers are expected to include job resourcer factors, job demands or pressures in work such as work pressure, emotional demands, mental demans, and physical demands in predicting work engagement of workers in accordance with the JD-R model. Beside that, Future studies, are expected to develop more detailed data analysis methods, such as comparing demographic factors for each variable, to get good information. Other researchers can also conduct research on organizations engaged in private companies or subjects with different characteristics and organizational culture with workers at the Airport Authority Office, or can compare the work engagement of government employees with employees of private companies, whether or not differences will be found.

Acknowledgements

We would like say thank you to Faculty of Psychology, Universitas Mercu Buana Polytechnic School of Immigration, Law and Human Right Ministry, Indonesia for the opportunity and the collaboration.

Author's Contribution

Dian Din Astuti Mulia has has been involved in drafting or critically revising for important intellectual content. Laila Meiliyandrie Indah Wardani has been contributed substantially to the conception and design, and also given final approval of the version to be published. Anggiat Napitulu & Isidorus Anung Prabadhihas been involved in data acquisition & data analysis.

REFERENCES

- Amaliah, A., & Wardani, L. M. I. (2021). Psychological Capital, Psychological Empowerment, dan Employee Well-Being. NEM.
- Anwar, N., & Wardani, L. M. I. (2021). Career Competencies for Millennials. NEM.

- Avey, J. B., Luthans, F., & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management*, 36(2), 430–452.
- Bakker, A. B. (2011). An evidence based model of work engagement. *Current Directions In Psychological Science*, 20(14), 265–269. doi:10.1177/0963721411414534
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. doi:10.1108/02683940710733115
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. doi:10.1108/13620430810870476
- Bakker, A. B., & Leiter, M. P. (2010). *Work engagement: A handbook of essential theory and research*. Madison Avenue New York: Psychology Press
- Bakker, A. B., Demerouti, E., Boer, E. De, & Schaufeli, W. B. (2003). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behavior*, 62, 341–356. doi:10.1016/S0001-8791(02)00030-1
- Bakker, A. B., Demerouti, E., Boer, E. De, & Schaufeli, W. B. (2003). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behavior*, 62, 341–356. doi:10.1016/S0001-8791(02)00030-1
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work and Stress*, 22(3), 187–200. doi:10.1080/02678370802393649.
- Cascio, W. F., & Herman, A. (2005). *Applied psychology in human resource management 6th ed. (Sixth Edition.)*. New Jersey: Pearson Prentice Hall.
- Fadhilah, N., & Wardani, L. M. I. (2021). *Grit Dalam Kehidupan Profesi Usher*. NEM.
- Federici, R.A. & Skaalvik, E.M. (2011). Principal self efficacy and work engagement; assessing a norwegian principal self efficacy scale. *Journal of Social Psychology Education*, 14:575-600. DOI 10.1007/s11218-9160-4
- Gallup. (2013). *State of the global workplace; Employee engagement insight for busines leaders worldwide*. New Jersey: Gallup, Inc.

- Gupta, M., Shaheen, M., Reddy, P.K., 2017. Impact of psychological capital on organizational behavior;mediation by work engagement. *Journal of Management Development*, Vol.36 Issue 7, 973-983. DOI. 10.1108/JMD-06-2016-0084.
- Gustitia, A. A. (2019). The Effect of Psychological Capital on Work Engagement with Job Crafting as Aa mediator variabel among generation Y employes. *Russian Journal of Agricultural and Socio-Economic Science*,7(91). DOI 10.18551/rjoas.2019-07.38
- Herbert, M. (2011). An exploration of the relationships between psychological capital (hope, optimism, self-efficacy, resilience), occupational stress, burnout and employee engagement. (Master's Thesis). Masters Degree in Industrial Psychology; University of Stellenbosch. Retrieved from <https://pdfs.semanticscholar.org/a9b3/ca015f856cb76d70436a55478db637fa8870.pdf>
- Karatepe, O.M., Avci, T., 2017. The effects of psychological capital and work engagement on nurses' lateness attitude and turnover intentions. *Journal of Management Development* 36 (8), 1029–1039.
- Khan, W. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724
- Liorens, S., Bakker, A.,Schaufeli, W.B., Salanova, M. (2006). Testing the robustness of job demands resources model. *International Journal of Stress Management*, 13,378-391
- Lu,X., Xie, B., Guo, Y. 2018. The trickle-down of work engagement from leader to follower: The Role of Optimism and Self efficacy. *Journal Of Business Research*, 186-195
- Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and Organization Review*, 1(2), 249–271.
- Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate employee performance relationship the meaning of positive organizational behavior. *Journal of Organizational Behavior*, 29, 219–238. doi:10.1002/job.507
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: developing the human*. Oxford: Oxford University Press.

- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498–512. doi:10.1037/0021-9010.93.3.498.
- Paeka, S., Schuckert, M., Kim, T. T., & Lee, J. (2015). Why is hospitality employees' psychological capital important? The effects of psychological capital on work engagement and employee morale. *International Journal of Hospitality Management*, 50, 9–26.
- Rotich, R. K., Cheruiyot, T. K., & Korir, M. K. (2016). Effects of demographics on the relationship between optimism and work engagement among employees of state agencies in Kenya. *Journal of Resources Development and Management*, 18, 32–42.
- Scaufeli, W. Salanova, M, Gonzales-Roma, V., & Bakker, A. (2002). The measurement of engagement and burnout; a two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.
- Schaufeli, W.B. and Bakker, A.B. (2004). UWES – utrecht work engagement scale: test manual. Department of Psychology, Utrecht University, Utrecht, retrieved at: http://www.wilmarschaufeli.nl/publications/Schaufeli_Test_Manuals/Test_manual_UWES_English.pdf.
- Simons, J.C., & Buitendach, J.H. (2013). Psychological capital, work engagement, and organisational commitment amongst call centre employees in South Africa. *SA Journal of Industrial Psychology*, 39 (2),1-12.
- Sister, G. B., & Aifang, Z. (2018). The relationship among Psychological capital Psychological Contract and Work Engagement in Nurses. *Chinese Journal of Occupational Health and Occupational Diseases*, 36(8), 614–617. <https://doi.org/10.3760/cma.j.issn.1001-9391.2018.08.013>
- Soni, K. & Rastogi,R. 2019. Psychological capital augments employee engagement. *Psychological Studies*. 64 (4),465-473. DOI.10.1007/s12646-019-00499-x
- Tims, M., Bakker, A. B., & Xanthopoulou, D. (2011). Do transformational leaders enhance their followers' daily work engagement? *The Leadership Quarterly*, 22(1), 121–131. doi.org/10.1016/j.leaqua.2010.12.011
- Tsaur, S.H., Hsu,F.S., Lin, H. 2019. Workplace fun and work engagement in tourism and hospital : the role of psychological capital. *International Journal Of Hospitality Management*, 81, 131-140

- United Nation Development Programme (2013). Anual report UNDP indonesia 2011/2012 (Online). Retrieved in [http://www.undp.or.id/pubs/docs/AR% 20UNDP%/ 202011.pdf](http://www.undp.or.id/pubs/docs/AR%20UNDP%/202011.pdf)
- Wardani, L. M. I., & Amalia, W. N. (2021). Psychological Capital, Job Insecurity, dan Burnout. Penerbit NEM.
- Wardani, L. M. I., & Amaliah, A. (2020). The role of psychological empowerment as mediator between psychological capital and employee well-being. *Journal of Critical Reviews*, 7(13), 291-296. Doi: 10.31838/jcr.07.13.49
- Wardani, L. M. I., & Anwar, M. S. (2019). The role of quality of work life as mediator: Psychological capital and work engagement. *Humanities & Social Sciences Reviews*, 7(6), 447-463. DOI: 10.24854/jpu02019-238
- Wardani, L. M. I., & Fatimah, S. (2020). Kompetensi pekerja dan efeknya terhadap work engagement: riset pada pekerja dengan horizontal education mismatch. *Jurnal Psikologi Sosial*, 18(1), 73-85. Doi: 10.7454/jps.2020.09
- Wardani, L. M. I., & Firmansyah, R. (2019). The work-life balance of blue-collar workers: The role of employee engagement and burnout. *Jurnal Psikologi Ulayat*, 6(2), 227-241. DOI: 10.24854/jpu02019-238
- Wardani, L. M. I., & Firmansyah, R. (2021). Work-life Balance Para Pekerja Buruh. NEM.
- Wardani, L. M. I., & Noviyani, T. (2020). Employee well-being as a mediator of correlation between psychological capital and psychological climate. *Journal of Educational, Health and Community Psychology*, 9(2), 47-63. Doi: 10.12928/jehcp.v9i2.14357
- Wardani, L. M. I., & Oktafiansyah, D. (2020). Employer Branding And Work Engagement In Non-Bank Financing Company. *Jurnal Psikologi*, 19(2), 153-175. Doi: 10.14710/jp.19.2.152-173
- Wardani, L. M. I., & Pitensah, C. N. (2021). Religiosity, Psychological Capital, dan Burnout Pada Mahasiswa Bekerja. Penerbit NEM.
- Wardani, L. M. I., & Werinussa, J. O. A. (2021). Job Insecurity, Grit, and Work Engagement di Masa Pandemi Covid-19. NEM.
- Wardani, L. M. I., Sekarini, D. A., Syaputra, R. D., Kartikawati, M. S., Dawanti, R., Mulia, D. D. A., & Malek, M. D. A. (2021a). Career of horizontal education mismatch workers: Career competency, job crafting, and work engagement. *Journal of Education and Learning (EduLearn)* 15(3): 414-424.

- Wardani, L. M. I., Wulandari, S., Triasti, P., & Sombuling, A. (2020). The Effect of Psychological Capital on Work Engagement: Employee Well-Being as a Mediator. *Test Engineering & Management*, 83, 17220-17229.
- Wulandari, S. C., & Wardani, L. M. I. (2021). Employee Well-Being Hubungannya Dengan Psychological Capital dan Work Engagement. NEM.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 14(2), 121–141. doi:10.1037/1072-5245.14.2.121.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74(3), 235–244. doi:10.1016/j.jvb.2008.11.