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**THE EFFECT OF PSYCHOLOGICAL CAPITAL AND PERCEPTION OF  
ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE AT PTPN  
XXX**



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**Abstract**

This study aims to analyze the influence of psychological capital and perceived organizational support on employee performance at PTPN XXX. The results of the study indicate that employee psychological capital is in the good category, perceived organizational support is quite good, and employee performance is considered good by employees. Partially, psychological capital has a significant influence on employee performance. Likewise, perceived organizational support partially has a significant influence on employee performance. These findings confirm the importance of psychological capital and perceived organizational support in improving employee performance.

**Keywords:** Psychological Capital, Perception of Organizational Support, Employee Performance, PTPN XXX

## INTRODUCTION

Human resources are an important element in an organization. Organizational activities to achieve organizational goals are carried out by human resources (Setyaningdyah, 2013). Thus it can be said that good human resource management will certainly provide a positive contribution to the organization. Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2008).

Employee capabilities are reflected through their performance, which refers to the completion of workloads by paying attention to work standards to carry out the duties of each employee (Hariani et al., 2021). High performance is the main key for employees to provide good work results so as to support the achievement of organizational goals (Mardikaningsih & Darmawan, 2020). Employees have an important role as valuable assets of the company. The success of a product or company can be measured by the quality it has, as well as at PTPN XXX. Employee performance has a very vital role in the progress of the company (Darmawan, 2022).

Internal factors that affect employee performance consist of intellectual ability, psychological capital, work discipline, work experience, job satisfaction, educational background, and motivation. Meanwhile, external factors that affect employee performance are the workload given to employees, compensation received by employees, company culture, work environment, facilities provided by the company, organizational support, career development and training, and management systems determined by the company.

Employees' psychological capital plays a vital role in determining their performance in the organization. Psychological capital refers to the psychological aspects possessed by an individual, including beliefs, attitudes, motivations, and self-confidence (Luthans & Church, 2002). Psychological capital is an important concept in the field of positive psychology and positive organizational behavior is essential to improving employee performance in the organization (Infante, 2022). According to Ncube and Jerie (2012), employee engagement plays a vital role in employee performance and the overall competitiveness of the company. This engagement is largely given from the role of psychological capital in shaping employee performance (Anderton & Bevan, 2014; Ncube & Jerie, 2012).

Companies or organizations expect their employees to always have a strong belief that all work challenges that come to them can be resolved with a high sense of optimism. Then employees also have the belief that the work that is their responsibility can definitely be completed, done well and with respect. That way their performance will improve and continue to increase. Good performance is shown through employees who can complete work tasks on time, carefully and neatly with a good level of quality. This is relevant to previous studies such as research conducted by Kappagoda et al. (2014) and Tovan and Rauf (2020) which state that psychological capital is a very effective predictor in improving employee performance.

Organizational support for employee work will shape employee perceptions called perceived organizational support (Han et al., 2013). Good employee perceptions due to organizational support will create a sense of "indebtedness" in employees to the organization so that they feel they have an obligation to repay it (Kambu et al., 2011). Kumar & Pati (2015) in their research stated that perceived organizational support is a construct in work relationships where employees believe that the company values their contributions and considers their welfare. When an employee feels that their contribution is appreciated by the company, the employee will tend to be more committed in doing their work which will ultimately improve their performance as an employee.

Judging from the initial data obtained, with company performance data declining from 2021-2023, supported by fluctuating performance assessment data, it was found that employee psychological capital and perceptions of organizational support contributed to employee performance.

## **REVIEW OF LITERATURE**

### **Management**

Organization can be defined as a group of people who work together to achieve predetermined goals. In an organization, there is a need to work together or get help from others. The success of an organization is determined by the ability of the leader/manager to organize the cooperation. Management according to (Hasibuan, 2017) is the science of

organizing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal.

### **Human Resource Management**

According to (Kasmir, 2019) states that Human Resource Management (HRM) is: "The process of managing people, through planning, recruitment, selection, training, development, compensation, career, safety and health and maintaining industrial relations until termination of employment in order to achieve company goals and improve stakeholder welfare. "According to (Bintoro & Daryanto, 2017) states that "Human resource management, abbreviated as HRM, is a science or way of how to regulate the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and the community are achieved to the maximum".

### **Psychological Capital**

Luthans, Youssef, and Avolio (2007) stated that psychological capital is a collection of positive conditions that a person has. These conditions include self-confidence to face challenging tasks (self-efficacy); optimism that they contribute to their success both in the present and the future (optimism); having a goal and being directed to achieve their goals (hope); and the ability to survive in difficult situations and be able to overcome difficulties (resiliency).

### **Perception of Organizational Support**

Most employees believe that their work and contributions are valued by their organization and that the organization cares about their well-being (Rhoades & Eisenberger, 2002). Another opinion states that perceived organizational support is the perception held by employees about the organization's concern for their well-being (Chow, 2006; Eisenberger, 1986; Ferris, 2009; Karami, 2012).

### **Performance**

Performance is something that is achieved or can be said to be output produced by input through a process, in the sense that the input in question is employees. According to (Colquitt et al., 2014) performance is the value of a set of employee behaviors that contribute to the company, to achieve organizational goals. The behavior in question is behavior that is

relevant to professionalism. Employee performance is the work result of workers who have carried out their duties according to their responsibilities, both in quantity and quality (Suryani & Sugianingrat, 2020).

## **RESEARCH METHOD**

This study uses a descriptive verification approach. Sugiyono (2018:38) explains that verification means an effort to prove in research that aims to test the hypothesis of descriptive research results through statistical calculations based on empirical data to determine the size of the research. While descriptive means a research effort to describe or explain the formulation of problems related to research variables.

Based on the methods that have been described, the author's goal is to collect empirical data and make careful observations of the elements related to the research problem. The purpose of this data collection and analysis process is to obtain the expected results and determine the answers to the research questions. This data analysis technique is based on the theory that has been applied to produce a picture of the state of the object.

This study uses a quantitative verification approach through a descriptive method. The quantitative descriptive research method is a study that attempts to show the results of a collection of quantitative or statistical data such as surveys as they are, without being calculated or seen in relation to treatment or other variables. According to Neuman (2007:22), quantitative research is divided into three groups based on the methodological techniques used; they are experiments, surveys, and content analysis. This study is part of survey research. A survey is a collection of questions asked to individuals surveyed about their behavior, opinions, characteristics, and beliefs. The survey method is usually used to ask many questions at once, allowing researchers to measure many variables (Neuman, 2007:22). To collect respondent data, this study uses a survey method because it is considered the most effective and in accordance with the objectives of the study. Researchers use Cross-sectional time, which means that data is collected only once during a certain period to answer research questions or hypotheses.

This study looked at all the employees of PTPN XXX Bandung leaders, totaling 497. To calculate the population, the author must determine certain standards that must be met

and the geographical location (Neuman, 2007:76). The population criteria in this study are as follows:

1. Have a Board of Management (BOM) position level of -3 to -1

In this study, the author only looked at PTPN XXX Bandung employees with BoM -3 to BoM -1 job levels. This is due to the fact that in the company, employees at the leadership level have the authority and position to manage implementing employees and contribute to the company's transformation.

2. Working at PTPN XXX Bandung, not at a Subsidiary

The main focus of the author is PTPN XXX, not its subsidiaries, because this company is engaged in agribusiness in West Java. By focusing on PTPN XXX, it is expected to get a more accurate picture of the conditions in accordance with the expectations of the study.

In this study, the author uses the theory or formula for determining samples with Simple Random Sampling by Slovin (Susanti, Soemitro, Suprayitno, & Ratnasari, 2019:6) so that the number of samples in this study is:

$$n = \frac{N}{NE^2 + 1}$$

N = Population (497 people)

E = Margin of Error (5%)

n = Sample size (177 people)

Based on the calculation of the research sample above, it was found that the minimum sample in this study was 177 respondents with a confidence level of 90%.

## RESULTS AND DISCUSSION

### Validity Test

Validity test is used to see whether each instrument is valid or not in a variable. The value of  $r_{table}$  in this test is 0.148 with  $df = N-2$  or  $177-2 = 175$ . The significance level used is 0.05 (5%). An instrument is said to be valid if the correlation coefficient number is greater than the  $r_{table}$  value. The results of the validity test in this study for each variable are as follows:

**Table 1.**

**Recapitulation of Validity Test Results**

<b>Variables</b>	<b>Statement Items</b>	<b>rhitung</b>	<b>rtable</b>	<b>Information</b>
Psychological Capital	Statement 1	0.569	0.148	Valid
	Statement 2	0.355	0.148	Valid
	Statement 3	0.483	0.148	Valid
	Statement 4	0.531	0.148	Valid
	Statement 5	0.672	0.148	Valid
	Statement 6	0.679	0.148	Valid
	Statement 7	0.691	0.148	Valid
	Statement 8	0.775	0.148	Valid
	Statement 9	0.562	0.148	Valid
	Statement 10	0.722	0.148	Valid
	Statement 11	0.572	0.148	Valid
	Statement 12	0.749	0.148	Valid
	Statement 13	0.534	0.148	Valid
	Statement 14	0.704	0.148	Valid
	Statement 15	0.638	0.148	Valid
	Statement 16	0.519	0.148	Valid
Perception of Organizational Support	Statement 1	0.712	0.148	Valid
	Statement 2	0.790	0.148	Valid
	Statement 3	0.669	0.148	Valid
	Statement 4	0.655	0.148	Valid
	Statement 5	0.675	0.148	Valid
	Statement 6	0.679	0.148	Valid
	Statement 7	0.635	0.148	Valid
	Statement 8	0.645	0.148	Valid
	Statement 9	0.652	0.148	Valid
	Statement 10	0.536	0.148	Valid
	Statement 11	0.679	0.148	Valid

Variables	Statement Items	rhitung	rtable	Information
	Statement 12	0.670	0.148	Valid
Employee performance	Statement 1	0.791	0.148	Valid
	Statement 2	0.745	0.148	Valid
	Statement 3	0.835	0.148	Valid
	Statement 4	0.790	0.148	Valid
	Statement 5	0.820	0.148	Valid
	Statement 6	0.745	0.148	Valid
	Statement 7	0.837	0.148	Valid
	Statement 8	0.701	0.148	Valid
	Statement 9	0.541	0.148	Valid
	Statement 10	0.501	0.148	Valid

Based on the table above, the results of the instrument validity test on the research variables can be seen. Based on these results, it can be seen that all statement items have a validity coefficient greater than rtable 0.148. So it can be concluded that all statement items that are stated as valid can be used in further analysis.

### Reliability Test

Reliability testing is done by testing the instrument only once, then analyzed using the Alpha-Cronbach method. The questionnaire is said to be reliable if the reliability coefficient is greater than 0.6. The results of the reliability test are as follows.

**Table 2.**

### Recapitulation of Reliability Test Results

Variables	N of Items	Conbach's Alpha	Information
Psychological Capital (X1)	16	0.886	Reliable
Perception of Organizational Support (X2)	12	0.884	Reliable
Employee Performance (Y)	10	0.883	Reliable

Based on table 2 regarding the reliability test on the research questionnaire. It can be seen that the reliability value of the statement items on the variables being studied is greater

than 0.6. This result indicates that the statement items on the questionnaire are reliable for measuring the variables.

### Classical Assumption Test

#### Normality Test

Below are the results of the normality test, which is used to test whether the data used is normally distributed or not.

**Table 3.**  
**Recapitulation of Reliability Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		177
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.31152037
Most Extreme Differences	Absolute	.062
	Positive	.055
	Negative	-.062
Test Statistics		.062
Asymp. Sig. (2-tailed)		.099 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on table 3 of SPSS output, the Sig. value of the normality test using the Kolmogorov-Smirnovs method is 0.099. Because the p-value is greater than alpha ( $0.099 > 0.05$ ), it can be concluded that the residual data is normally distributed.

#### Heteroscedasticity Test

The Heteroscedasticity Test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. A good regression model is one that is homoscedastic or does not have heteroscedasticity. One way used to detect the presence or absence of heteroscedasticity is to look at the plot graph between the predicted values of the dependent variable, namely ZPRED, and its residual SRESID.

**Table 4.**  
**Heteroscedasticity Test Results**

**Coefficientsa**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	4.009	1.207		3.323	.001
	Psychological Capital (X1)	.017	.025	.060	.676	.500
	Perception of Organizational Support (X2)	-.037	.031	-.106	-1.193	.234

a. Dependent Variable: Abs\_Res

From the processed data, it can be seen that all variables have sig values greater than 0.05. So it can be concluded that in this study there is no symptom of heteroscedasticity because the significance value obtained is greater than 0.05, so it can be said that the heteroscedasticity test is fulfilled.

**Multicollinearity Test**

The multicollinearity test aims to test whether there is a correlation between independent variables in the model. A good model should not have a correlation between independent variables. By using the help of the SPSS version 25.0 program application, the VIF value output for each independent variable is obtained as follows:

**Table 5.**

**VIF Value Multicollinearity Test**

**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.423	2.020		-.704	.482		
	Psychological Capital (X1)	.404	.042	.562	9,528	.000	.717	1,396
	Perception of Organizational Support (X2)	.251	.052	.285	4,829	.000	.717	1,396

a. Dependent Variable: Employee Performance (Y)

Based on table 5, it is known that the VIF value of each independent variable is below 10. Based on these results, it can be concluded that there is no multicollinearity between the independent variables in the model.

**Correlation Test**

The purpose of the correlation analysis test is to determine the degree of relationship between the independent variable X (independent) and the dependent variable Y (dependent).

**Table 6.**

**Results of Correlation Analysis Interpretation Guidelines**

<b>Coefficient Interval</b>	<b>Relationship Level</b>
0.00 – 0.199	Very Low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1.00	Very strong

**Table 7.**

**Variable Relationship Results**

<b>Connection</b>	<b>Correlation</b>	<b>Relationship Level</b>
Psychological Capital (X1) With Employee Performance (Y)	0.713	Strong
Perception of Organizational Support (X2) with Employee Performance (Y)	0.584	Currently

It can be seen that the correlation value (r) between the Psychological Capital variable (X1) and Employee Performance (Y) is 0.713, this value is in the correlation interval between 0.60 - 0.799, so this relationship is declared strong. While the correlation value on the Perception of Organizational Support variable (X2) with Employee Performance (Y) is 0.584, which is in the interval 0.40 - 0.599 and is categorized as moderate.

**The Partial Influence of Psychological Capital on Employee Performance**

According to Chin in (Ghozali, 2016) the R-Square value is considered strong if it is more than 0.67, moderate if it is more than 0.33 and weak if it is more than 0.19. Below are the results of SPSS calculations regarding partial testing of Psychological Capital (X1) on Employee Performance (Y).

**Table 8.**  
**The Influence of Psychological Capital (X1) on Employee Performance (Y)**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713a	.509	.506	4.60450

a. Predictors: (Constant), Psychological Capital (X1)

b. Dependent Variable: Employee Performance (Y)

Based on the calculation of Psychological Capital (X1) on Employee Performance (Y) partially, the coefficient of determination value is 0.509. This means that the ability of the independent variables in this study affects the dependent variable by 50.9%. The influence of psychological capital on employee performance is categorized as moderate. This value is positive, meaning that psychological capital plays an important role in determining employee performance. So the magnitude of the influence of psychological capital on employee performance partially is 50.9%. [ $Kd = (0.509)^2 \times 100\%$ ].

Next is the partial t-test. To test the level of significance of the hypothesis that was originally set to be accepted or rejected, by comparing the t count of the independent variable to the dependent variable and seeing its significance value. The following are the results of the partial t-test hypothesis testing.

**Table 9.**  
**Partial Test of Psychological Capital (X1) on Employee Performance (Y)**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,779	1,936		1,435	.153

Psychological Capital (X1)	.513	.038	.713	13,461	.000
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a. Dependent Variable: Employee Performance (Y)

In this study with a probability of 0.05 to obtain the t table, the following method is used:  $nk-1$  or  $177-2-1 = 174$ , then the t table is 1.974. Based on the table and statement above, it can be seen that the t count value is  $13.461 > 1.974$  and the significance value is  $0.000 < 0.05$ . So it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that Psychological Capital (X1) has a significant effect on Employee Performance (Y).

Psychological capital refers to a set of positive psychological characteristics that include self-confidence, hope, optimism and resilience. These factors can help employees develop their own potential, such as behaving optimistically to achieve success, remaining persistent because of the hope for success and remaining persistent when facing challenges.

Employee performance refers to the extent to which individuals carry out the tasks and responsibilities assigned to their jobs. This performance includes various aspects that can be measured and evaluated to determine an employee's effectiveness, efficiency, and contribution to organizational goals.

Psychological capital plays an important role in determining employee performance, this is reinforced by the results of research by Eli et al. (2023) that psychological capital plays an important role in determining employee performance. Employees who have strong psychological capital such as optimism, hope, self-confidence and resilience tend to have better performance. Positive psychological capital motivates employees to achieve goals, overcome challenges and adapt to a changing work environment. The results of the hypothesis are also supported by the results of research by Servie and Suhana (2022) psychological capital has a positive and significant effect on employee performance. This shows that the higher the psychological capital, the higher the employee performance.

**The Influence of Perceived Organizational Support Partially on Employee Performance**

Below are the results of SPSS calculations regarding partial testing of Perception of Organizational Support (X2) on Employee Performance (Y).

**Table 10.**

**The Influence of Perceived Organizational Support (X2) on Employee Performance (Y)**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.584a	.341	.337	5.33384

a. Predictors: (Constant), Perception of Organizational Support (X2)

b. Dependent Variable: Employee Performance (Y)

Based on the calculation of Perception of Organizational Support (X2) on Employee Performance (Y) partially, the coefficient of determination value is 0.341. This means that the ability of the independent variable in this study affects the dependent variable by 34.1%. The influence of perception of organizational support on this performance is categorized as moderate. This value is positive, meaning that the greater the organizational support for employees, the better the employee's performance. So the influence of perception of organizational support on employee performance partially is 34.1%. [ $K_d = (0.341)^2 \times 100\%$ ].

Next is the partial t-test. To test the level of significance of the hypothesis that was originally set to be accepted or rejected, by comparing the t count of the independent variable to the dependent variable and seeing its significance value. The following are the results of the partial t-test hypothesis testing.

**Table 11.**

**Partial Test of Perception of Organizational Support (X2) on Employee Performance (Y)**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,631	2.119		4.073	.000
	Perception of Organizational Support (X2)	.514	.054	.584	9,510	.000

a. Dependent Variable: Employee Performance (Y)

In this study with a probability of 0.05 to obtain the t table, the following method is used:  $nk-1$  or  $177-2-1 = 174$ , then the t table is 1.974. Based on the table and statement above, it can be seen that the t count value is  $9.510 > 1.974$  and the significance value is  $0.000 < 0.05$ . So it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that Perception of Organizational Support (X2) has a significant effect on Employee Performance (Y).

Perceived organizational support is an attribute formed by experiences with an organization's policies, norms, and procedures. It refers to how employees feel the organization they work for provides policies that emphasize caring for employees, values employee opinions, cares about employee health, and values all employee contributions.

Perception of organizational support is an important factor that can affect individual or employee performance and overall dynamics within the organization. By creating a supportive and positive environment, companies can increase employee satisfaction, commitment and performance. This is supported by the results of previous research by Hasna and Intan (2020) which stated that the variable of perception of organizational support has a positive effect on performance, which means that the more employees feel real support from the company, the more motivated employees will be to provide better performance. The results of this study are also in line with the research of Yeni and Ismi (2022) that perception of organizational support has a positive and significant effect on employee performance.

## CONCLUSION

Based on the results of the analysis and discussion carried out in the previous chapter, it can be concluded that:

1. The psychological capital of PTPN XXX employees is perceived as good. The perception of organizational support is in the fairly good category and employee performance is perceived as good by employees.
2. Partially, psychological capital has a significant influence on the performance of PTPN XXX employees.
3. Partially, the perception of organizational support has a significant influence on the performance of PTPN XXX employees.

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