

What is The Role of Subjective Well-Being and Psychological Capital on the Government Employees Performance in Digital and Post Pandemic Era?

By

Heru Cahyo

Universitas Wijayakusuma Purwokerto

Siti Muntahanah

Universitas Wijayakusuma Purwokerto

Akbar Pahlevi

Universitas Wijayakusuma Purwokerto

Sri Sundari

Universitas Wijayakusuma Purwokerto

Sodik Dwi Purnomo

Universitas Wijayakusuma Purwokerto

Keywords: Subjective Well-Being, Psychological Capital, The Performance, Government Employees, Post Pandemic Era

Introduction

According to Bernarto, et al. [1], Cahyono, et al. [2] Human resources play a major role in every activity of the organization. Even though there are many facilities and infrastructure as well as resources, without the support of adequate human resources, organizational activities will not run well. Thus, human resources are the main key that must be considered in all their needs. Because, human resources will determine the success of the implementation of organizational activities. In carrying out their duties as members of the organization, every human resource cannot be separated from the emotional reactions they have to the events experienced and felt. The emotional reaction can be positive or negative. The description of emotions experienced by individuals according to their subjective evaluation of their own lives in this study is termed subjective well-being. According to Agarwal and Farndale [3] subjective well-being as a whole can be understood in terms of life satisfaction, pleasure/satisfaction and levels of pleasure, while different aspects of subjective well-being include self-assessments such as job satisfaction, self-esteem, and control. trust. Life satisfaction is the level at which individuals assess the overall quality of life as a pleasant entity.

According to Bernarto, et al. [1], Azizaha, et al. [4] This is interesting to study further, because the problem of subjective well-being has received less attention from various parties, especially for organizational leaders, which in fact has an important role in influencing the performance of human resources. Basically, the Subjective Well-Being of employees themselves is so complicated and has many factors that affect a person's life because this affects the human side of psychology. Therefore Therefore, it is not enough for the company to just pay every employee so that they are able to work according to the expected performance standards, moreover, expect that employees can produce the best and maximum possible performance. But in reality, not all employees can work equally and not all employees want to work that way. Therefore, this article was created with the aim of

discussing how the role of the Subjective Well-Being of employees on employee performance

According to Bernarto, et al. [1], Azizaha, et al. [4] In subsequent developments in terms of positive individual circumstances with the term psychological capital, it has added a new discourse in influencing a person's attitude and performance in the organization. According to Bernarto, et al. [1], Cahyono, et al. [2] psychological capital is a positive developmental condition of a person which is characterized by: (1) having self-confidence (self-efficacy) to face challenging tasks and giving sufficient effort to succeed in these tasks; (2) make positive attributions (optimism) about current and future success; (3) not easily give up in achieving the goal and if necessary divert the path to achieve the goal (hope); and (4) when faced with problems and obstacles can survive and return (resiliency), even more, to achieve success. Based on the theory expressed by Bernarto, et al. [1], Cahyono, et al. [2] that psychological capital is an approach characterized by dimensions that can optimize the potential of individuals so that they can help organizational performance. However, in contrast to the research conducted by Bernarto, et al. [1], Cahyono, et al. [2], Azizaha, et al. [4], Antonio, et al. [5] which examined the effect of employee psychological capital on innovative work behavior, it was found that psychological capital proved insignificant in predicting innovative work behavior. From the differences in the results of these studies, it is certainly interesting to do further research. Government is an area that has heterogeneity of employees so that it will affect work patterns and employee performance. Adjustment of work patterns in employee heterogeneity is a special concern for researchers to find out more about subjective well-being and psychological capital as well as government employee performance.

Literature Review

Subjective Well-Being

According to Bernarto, et al. [1], Cahyono, et al. [2], Azizaha, et al. [4], Antonio, et al. [5] defined subjective well-being as an area of general scientific interest rather than a specific construct. Subjective well-being is a broad category of phenomena that includes people's emotional responses, domain satisfaction, and global assessments of life satisfaction. Subjective well-being is a topic that is frequently discussed in organizational settings and is essential for effective management practice. There may be few serious dissension consequences for individuals and organizations. According to Bernarto, et al. [1], Cahyono, et al. [2], Azizaha, et al. [4], Antonio, et al. [5] argues that happier and healthier employees will contribute to increased effort and productivity. The impact of a lack of subjective well-being on organizations includes costs of absenteeism, turnover, reduced productivity, compensation claims, health insurance, illness, and health care. According to Bernarto, et al. [1], Cahyono, et al. [2], Azizaha, et al. [4] the definition of subjective well-being can be divided into three categories. First, subjective well-being is not a subjective statement but is some quality desire that everyone wants to have. Second, subjective well-being is an overall assessment of a person's life that refers to various criteria. The third meaning of subjective well-being when used in everyday conversation is where positive feelings outweigh negative feelings. Referring to the opinion of Azizaha, et al. [4], Antonio, et al. [5], Asbari, et al. [6], Asbari, et al. [7] that subjective well-being lies in the experience of each individual which is a positive measurement and typically includes an assessment of all aspects of a person's life. Nielsen, et al. [8] states that subjective well-being is a person's perception of his existence or a person's subjective view of his life experience. Subjective Well-Being has two general components, namely a cognitive component and an emotional component .

Psychological Capital

The definition of Psychological Capital was put forward by Huang and Zhang [9], Holtzhausen, et al. [10], Luthans, et al. [11] according to him Psychological Capital is a condition of a person's positive development and is characterized by: (1) having self-confidence (self-efficacy) to face challenging tasks and giving enough effort to succeed in tasks. the; (2) make positive attributions (optimism) about current and future success; (3) not easily give up in achieving the goal and if necessary divert the path to achieve the goal (hope); and (4) when faced with problems and obstacles can survive and return (resiliency), even more, to achieve success. Another opinion was also expressed by Huang and Zhang [9], Holtzhausen, et al. [10], Luthans, et al. [11] that psychological capital is an approach characterized by dimensions that can optimize the potential of individuals so that they can help organizational performance. These dimensions are self-efficacy, hope, optimism, and resilience. In line with the opinion of Huang and Zhang [9], Gupta and Shukla [12] which mentions psychological capital as a positive individual development state which includes four aspects, namely: 1) self-efficacy, 2) optimism, 3) hope, and 4) resilience.

Employee Performance

Performance has been defined by many experts including Huang and Zhang [9], Holtzhausen, et al. [10], Luthans, et al. [11] who states performance as work performance, namely the comparison between actual work results and established work standards. Ivancevich, (2007) explains that performance is defined formally as the number and quality of tasks completed individually, in groups or organizationally. According to Holtzhausen, et al. [10] argue that the factors that influence the individual performance of the workforce, namely: (1) their abilities, (2) motivation, (3) the support they receive, (4) the existence of the work they do, and (5) their relationship with the organization. Furthermore, still According to Luthans, et al. [11], Desky, et al. [13] that there are elements of performance that are common to human resources are the quantity of results, quality of results, timeliness of results, attendance, and ability to work together.

Method

The population in this study were all employees. The sampling method used is proportional random sampling. Researchers set the number of samples in this study is 540 respondents of government staff. Furthermore, the data collection method used is primary data collected through questionnaires, which is data collection directly by asking a list of questions to the respondents. The questionnaire used is a closed questionnaire with measurements based on the level of agreement using a Likert scale (1-7). The secondary data was collected through literature study, interviews, and documentation related to research needs. The analytical technique used in this research is Path Analysis with the help of SmartPLS 3.0 software. The use of the PLS method is used because it does not require a large sample and the purpose of prediction is by using the PLS approach it is assumed that all variance measures are useful to explain. Data analysis using the SmartPLS software is carried out through two stages, namely the Measurement Model and Structural Model.

The hypotheses built in this study are:

- H1: Subjective Well-Being has a significant effect on Employee Performance
- H2: Psychological Capital has a significant effect on Employee Performance
- H3: Subjective Well-Being has a significant effect on Psychological Capital

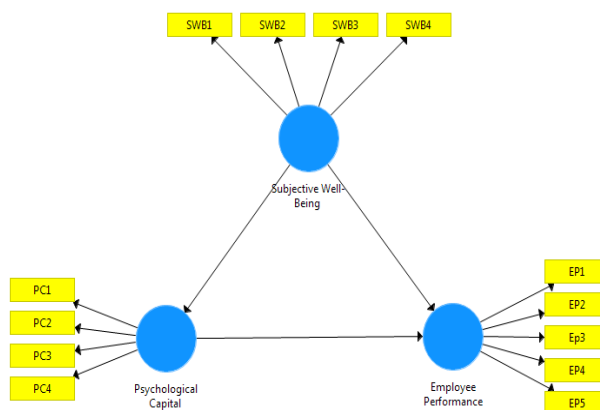


Fig 1. Research Model

Result and Discussion

Hypothesis testing is conducted by bootstrapping technique. Data that used for bootstrapping is data that has been carried out in stages Measurements. Hypothesis testing is included in the Structural Model and

shows the relationship that has been hypothesized with simulation practice. Test This bootstrapping also aims to determine the direction of the relationship and the significance of the relationship of each latent variable. Hypothesis testing is done by perform a predetermined t-statistic or t-count comparison. t-count

generated in the botstrapping test must be greater than the one tail t-table which is 1.65 for a standard error of 5% or a p value below 0.05.

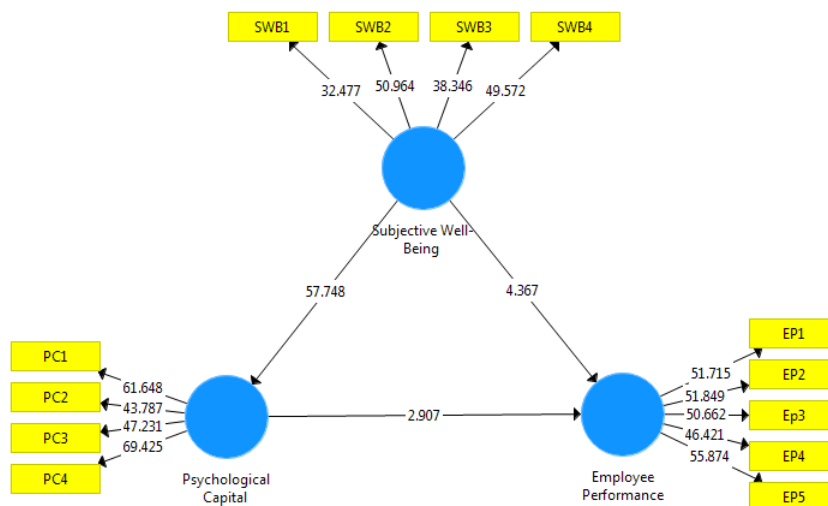


Fig 2. Hypothesis Testing

Table 1. Hypothesis Testing

	Original Sampl...	T Statistics (O...	P Values
Psychological Capital -> Employee Performance	0.389	2.907	0.004
Subjective Well-Being -> Employee Performance	0.566	4.367	0.000
Subjective Well-Being -> Psychological Capital	0.956	57.748	0.000

H1: Subjective Well-Being has a significant effect on Employee Performance

The results of data processing obtained t value is $4.367 > 1.96$ and significance value of p ($p = 0.000$). The level of significance is smaller than 0.05. This value indicates that there is a significant effect of subjective well-being partially on employee performance. So the second hypothesis in this study which states that there is a significant effect of subjective well-being partially on the performance of government employees can be accepted and proven. According to Agarwal and Farndale [3], Asbari, et al. [6], Asbari, et al. [7] Subjective Well-being (SWB) is happiness which refers to life satisfaction and affective balance. According to Bernarto, et al. [1], Cahyono, et al. [2] also explains that affection is a indicating that positive affect is greater than negative affect. Lucas, According to Bernarto, et al. [1], Cahyono, et al. [2] stated that SWB is a comprehensive domain which is a set of attitudes related to an individual's subjective evaluation of his quality of life. This evaluation includes emotional reactions to events as well as an assessment of cognitive satisfaction and fulfillment. This is supported by the opinions of Cahyono, et al. [2], Azizaha, et al. [4] that SWB is a process of individual assessment of life, including cognitive and affective assessments which are one of the predictors of an individual's quality of life. Individuals are said to have high SWB if they feel more experience pleasant rather than unpleasant emotions, when engaged in interesting activities, when experiencing a lot of pleasure and little pain, and when they are satisfied with their lives.

According to Nielsen, et al. [8], Li, et al. [14] stated that the factors that influence SWB, namely: subjective satisfaction, income, demographic factors consisting of: age, occupation, education, belief, marriage and family, personality. The progress of a company is influenced by the performance of its employees. Employees who have high subjective well-being (SWB) will contribute to other people and the organization, his behavior will be strengthened because when he does good he will feel better and happy. Based on research conducted by Supriyadi, et al. [15], Suryaman, et al. [16] it is explained that individuals with high SWB will have high job satisfaction as well as with job satisfaction and SWB will bring up more contributions from employees for the organization so that they always develop positive behavior, namely SWB. Other studies have also shown that happy employees will be more sensitive to the environment around their workplace so that employees will have the initiative in helping the company According to Nielsen, et al. [8], Li, et al. [14], Novitasari [17] explains that more satisfied employees have low absenteeism, are punctual, like to help other employees. The high level of positive emotions felt in work environment is associated with better performance and higher SWB.

H2: Psychological Capital has a significant effect on Employee Performance

The results of data processing obtained t value is $2.907 > 1.96$ and significance value of p ($\text{sig.} p = 0.004$). The level of significance is smaller than 0.05. This value indicates that there is a significant effect of psychological capital partially on employee performance. So the hypothesis in this study which states that there is a significant effect of psychological capital partially on the performance of Government employees can be accepted and proven. as an individual's evaluation of life, which is explained in terms of how and why individuals experience life in a positive way, so that their personal experience is related to the perceived

quality of life. In addition, Suryaman, et al. [16], Sameer [18] concluded that individuals evaluate themselves in terms of whether they feel good or happy with themselves and whether they function well personally and socially. Experts have also analyzed that the evaluation of an individual's life takes place in the current period and the past period. This evaluation includes an individual's emotional reaction to an event, their mood, and the form of their assessment of satisfaction in life, fulfillment of needs, and satisfaction in certain domains, one of which is work. The evaluation can be positive or negative, including judgments and feelings about life satisfaction, interests and attachments, affective reactions such as joy and sadness about life events, satisfaction in work, relationships, health, entertainment, meaning and purpose, and areas of interest. other important. According Suryaman, et al. [16] Positive feelings reflect the positive mood state of a person which includes being enthusiastic or excited and active. With a positive mood, it will certainly have an impact on the performance of human resources (HR).

H3: Subjective Well-Being has a significant effect on Psychological Capital

The results of data processing obtained t value $57.748 > 1.96$ and significance value of p (sig.p = 0.000). The level of significance is smaller than 0.05. According to research Huang and Zhang [9], Holtzhausen, et al. [10], Luthans, et al. [11] Subjective well-being itself is a cognitive and affective evaluation of a person in assessing aspects of life which include life satisfaction, security and comfort, and happiness. Cognitive evaluation includes aspects of an individual's life satisfaction, while affective evaluation includes positive and negative affect, such as judgments, reactions to feelings of pleasure and sadness, and satisfaction with social life, health, work environment, and other important domains. According to Huang and Zhang [9], Holtzhausen, et al. [10], Luthans, et al. [11] Employees can achieve subjective well-being when they feel happiness or satisfaction at a certain point. This achievement is based on the goals set by the individual himself. These goals can be meaningful in achieving satisfaction based on what they want. This is explained through several indicators that exist in the cognitive component, namely satisfaction with personal satisfaction, work, social and family life, to life satisfaction based on unique standards that are owned.

According to Nielsen, et al. [8], Li, et al. [14], Novitasari [17] Subjective well-being is a relatively stable psychological attribute and is able to reflect a positive level of life in individuals. Individuals who experience high subjective well-being will experience life satisfaction and feel joy more often than feel less pleasant emotions. Subjective well-being is used to describe a person's quality of life based on an evaluation of his life. This evaluation includes positive and negative affect, such as judgments and feelings about life satisfaction, reactions to feelings of pleasure and sadness, and satisfaction with social life, health, work environment, and other important domains Supriyadi, et al. [15], Suryaman, et al. [16] dividing subjective well components -being is divided into two, namely the cognitive component, in the form of life satisfaction and assessment, and the affective component in the form of positive affect and negative affect. The cognitive component is the result of an evaluation of life satisfaction. Life satisfaction is divided into two, namely global life satisfaction, is an individual's evaluation of life as a whole. And life satisfaction in certain domains, namely the judgments made by individuals in evaluating the domains in their lives. Affective components are a reflection of basic experiences in events that occur in one's life. This affective component is divided into positive affect, which is a reflection of pleasant emotions and moods and negative affect, which is a representation of unpleasant emotions and moods. The fulfillment of the need for welfare is a need that must be achieved. Subjective

well-being is the main goal in meeting existing needs, both in meeting physical and psychological needs.

Psychological capital is defined as a positive condition for individuals who are far from the image of hopelessness and difficulty in the organizational environment. According to Supriyadi, et al. [15], Suryaman, et al. [16] Psychological capital has an influence on self-perception, attitudes in teamwork, ethical orientation and general views on life. Psychological capital has now developed not only in individuals within the organization but also in individuals outside the organization. Psychological capital includes how knowledge, skills, technical abilities and experience exist in individuals. Through psychological capital, individuals develop existing psychological components. According to Nielsen, et al. [8], Li, et al. [14], Supriyadi, et al. [15], Suryaman, et al. [16] Job stress is a condition where an employee is faced with demands, obstacles, opportunities and challenges that are different or not in accordance with the expected conditions so that it can affect his physical and mental condition, and can have good or bad consequences for himself and his organizational environment. Job stress can be characterized by behavioral deviations within the organization. Therefore, the existence of work stress must be realized by employees and companies in order to know what makes employees feel stressed in their work environment. According to Li, et al. [14], Suryaman, et al. [16] In an organization, work stress can be seen from 2 sides, namely the negative side and the positive side. Viewed from the positive side, job stress can be an opportunity if it offers the potential to improve performance.

Conclusion

The results of testing the first hypothesis found that there was evidence of subjective well-being and psychological capital simultaneously having a significant effect on the performance of government employees. The same thing is also shown in the third hypothesis testing finding that there is evidence that psychological capital has a significant effect on the performance of government employees. Furthermore, based on the results of hypothesis testing, it also proves that psychological capital has a significant effect on employee performance. Psychological capital is an approach characterized by dimensions that can optimize individual potential so that it can help organizational performance. These dimensions are self-efficacy, hope, optimism, and resilience. Rewards for employees who have good performance may be considered more wisely. Because some employees still give the opinion that their performance has not been given a commensurate award. Hopefully, through this research, the company can revise the employee performance appraisal system and also the incentives given in return can also be more commensurate. The current Employee Performance appraisal system is classified as good, but if the system is continuously maintained without any new innovations, it will tend to be boring and cause it to become a mere routine without any further effect on employees. Boredom will cause performance to decline and new challenges will give new enthusiasm to employees. Therefore, revising the performance appraisal model can be a consideration for the company. The company is expected to maintain and improve the subjective well-being of its employees. One of them is by increasing the optimism of the employees. Optimism can be applied in the company by directing employees to always think positively, focus on current and future conditions, avoid negative words and expressions, and interpret the good things from every event that occurs. Future researchers are expected to be able to examine other factors related to subjective well-being that have not been the focus of this research. In addition, it can be suggested that it will be able to increase the number of research subjects and different research locations.

References

- BERNARTO, I., D. BACHTIAR, N. SUDIBJO, I.N. SURYAWAN, A. PURWANTO & M. ASBARI, "Effect Of Transformational Leadership, Perceived Organizational Support, Job Satisfaction Toward Life Satisfaction: Evidences From Indonesian Teachers", 2020.
- CAHYONO, Y., M. JIHADI, Z. ARIFIN, W. PURNAMASARI, H. WIJOYO, R.S. PUTRA, R.A. PUTRI, D. MULIANSYAH, P. SURYANI & A. PURWANTO, "Do Servant Leadership Influence Market Performance? Evidence From Indonesian Pharmacy Industries", Fitriaty And Putra, Riyan Sisiawan And Putri, Rizki Amalia And Muliansyah, Dadah And Suryani, Popong And Purwanto, Agus, Do Servant Leadership Influence Market Performance, 2020, Pp.439-451. https://Papers.Ssrn.Com/Sol3/Papers.Cfm?Abstract_Id=3873715.
- AGARWAL, P. & E. FARNDAL, "High-Performance Work Systems And Creativity Implementation: The Role Of Psychological Capital And Psychological Safety", Human Resource Management Journal, Vol.27, N°3, 2017, Pp.440-458, <https://Doi.Org/10.1111/1748-8583.12148>.
- AZIZAHA, Y.N., M.K. RIJALB, U.N.R. RUMAINURC, S.A. PRANAJAYAE, Z. NGIUF, A. MUFIDG, A. PURWANTOH & D.H. MAUI, "Transformational Or Transactional Leadership Style: Which Affects Work Satisfaction And Performance Of Islamic University Lecturers During Covid-19 Pandemic", Systematic Reviews In Pharmacy, Vol.11, N°7, 2020, Pp.577-588.
- ANTONIO, T., F.D. MURWANI, I. BERNARTO & N. SUDIBYO, "Fostering Team Innovation In Tech Start-Ups: The Role Of Team Ambidexterity As Mediator Between Servant Leadership Behaviour And Team Innovation", International Journal Of Innovation Management, Vol.25, N°08, 2021, 2150091. <https://Www.Worldscientific.Com/Doi/Abs/10.1142/S1363919621500912>.
- ASBARI, M., A.B. PRASETYA, P.B. SANTOSO & A. PURWANTO, "From Creativity To Innovation: The Role Of Female Employees' Psychological Capital", International Journal Of Social And Management Studies, Vol.2, N°2, 2021, Pp.66-77, <https://Doi.Org/10.5555/Ijosmas.V2i2.18>.
- ASBARI, M., L. WIJAYANTI, C. HYUN, A. PURWANTO, P. SANTOSO, I. BERNARTO, R. PRAMONO & M. FAYZHALL, "The Role Of Knowledge Transfer And Organizational Learning To Build Innovation Capability: Evidence From Indonesian Automotive Industry", International Journal Of Control And Automation, Vol.13, N°1, 2020, Pp.319-333.
- NIELSEN, I., A. NEWMAN, R. SMYTH, G. HIRST & B. HEILEMANN, "The Influence Of Instructor Support, Family Support And Psychological Capital On The Well-Being Of Postgraduate Students: A Moderated Mediation Model", Studies In Higher Education, Vol.42, N°11, 2017, Pp.2099-2115, <https://Doi.Org/10.1080/03075079.2015.1135116>.
- HUANG, L. & T. ZHANG, "Perceived Social Support, Psychological Capital, And Subjective Well-Being Among College Students In The Context Of Online Learning During The Covid-19 Pandemic", The Asia-Pacific Education Researcher, Vol.31, N°5, 2022, Pp.563-574, <https://Doi.Org/10.1007/S40299-021-00608-3>.
- HOLTZHAUSEN, J.D.V., S.K. COETZEE & S.M. ELLIS, "Influence Of The Practice Environment On Community Service Nurses' Subjective Well-Being, Compassion Practice And Psychological Capital", International Journal Of Africa Nursing Sciences, Vol.13, 2020, 100243, <https://Doi.Org/10.1016/J.Ijans.2020.100243>.
- LUTHANS, F., C.M. YOUSSEF & S.L. RAWSKI, "A Tale Of Two Paradigms: The Impact Of Psychological Capital And Reinforcing Feedback On Problem Solving And Innovation", Integrating Organizational Behavior Management With Industrial And Organizational Psychology, 2013, Pp.125-142.

- GUPTA, D. & P. SHUKLA, "Role Of Psychological Capital On Subjective Well-Being Among Private Sector Female Employees", *Indian Journal Of Health And Wellbeing*, Vol.9, N°5, 2018, Pp.740-744.
<https://www.proquest.com/openview/4daaa6fc4691f616c6ff5104e75cf976/1?pq-origsite=gscholar&cbl=2032134>.
- DESKY, H., M.I. MUKHTASAR, Y. ARIESA, I.B.M. DEWI, M. FAHLEVI, M. NUR, R.N. ABDI & A. PURWANTO, "Did Trilogy Leadership Style, Organizational Citizenship Behaviour (Ocb) And Organizational Commitment (Oco) Influence Financial Performance? Evidence From Pharmacy Industries", *Syst. Rev. Pharm*, Vol.11, 2020, Pp.297-305.
- LI, B., H. MA, Y. GUO, F. XU, F. YU & Z. ZHOU, "Positive Psychological Capital: A New Approach To Social Support And Subjective Well-Being", *Social Behavior And Personality: An International Journal*, Vol.42, N°1, 2014, Pp.135-144,
<https://doi.org/10.2224/Sbp.2014.42.1.135>.
- SUPRIYADI, D., L.N.H. SYAFITRI, S.F.A. WIDODO, R. WAHIDI, Y.N. ARINTA, F. NABHAN, A. MUFID, A. PURWANTO, M. FAHLEVI & D. SUNARSI, "Innovation And Authentic Leadership Of Islamic University Lectures In Faculty Pharmacy Faculty: What Is The Role Of Psychological Capital", *Systematic Reviews In Pharmacy*, Vol.11, N°8, 2020, Pp.383-393.
- SURYAMAN, M., Y. CAHYONO, D. MULIANSYAH, O. BUSTANI, P. SURYANI, M. FAHLEVI & A. MUNTHE, "Covid-19 Pandemic And Home Online Learning System: Does It Affect The Quality Of Pharmacy School Learning", *Systematic Reviews In Pharmacy*, Vol.11, N°8, 2020, Pp.524-530.
- NOVITASARI, D., "The Role Of Managerial Coaching On Performance: Mediating Analysis Of Employee Psychological Capital", *International Journal Of Social And Management Studies*, Vol.2, N°3, 2021, Pp.70-83,
<https://doi.org/10.5555/Ijosmas.V2i3.34>.
- SAMEER, Y.M., "Innovative Behavior And Psychological Capital: Does Positivity Make Any Difference?", *Journal Of Economics & Management*, Vol.32, 2018, Pp.75-101.
<http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.cejsh-60596cd3-1234-4416-9ff3-9115da12a9f7>.