

Is it True Perceived Fairness can Improve Employee Performance ?

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Abstract. *The performance of the State Civil Service Apparatus can be used as a benchmark to determine the qualifications and competence of government employees, as a measure of public trust in the government. The purpose of this study was to determine the effect of psychological capital and Person Organization Fit on performance by moderating perceptions of fairness at the Pati District Health Office. This research was conducted on employees at the Pati District Health Office with a population of 107 people. The sample takes the entire population to be used as a research sample. Data analysis used validity test with matrix components, reliability test with Cronbach alpha, multiple regression analysis, t test and r2 test with adjust r2 and moderation test. The results of the study concluded that psychological capital had a positive and significant effect on the performance of employees at the Pati District Health Office. Person Organization Fit has a positive and significant effect on employee performance at the Pati District Health Office. The perception of justice is considered unable to moderate the variables of psychological capital and Person Organization Fit on performance in the Pati District Health Office.*

Keyword: *Psychological Capital, Person Organization Fit, Perception of Fairness, Performance*

Introduction

State Civil Servants are required to be able to assess their work every month and every year using SKP (Employee Work Objectives) which assess employee work targets / contracts within a period of 1 month / year, performance achievement for 1 month / year and the behavior of Civil Servants (PNS). This aims to find out the work done by Civil Servants in each day so the can be completed as effectively as possible Siregar & Marlien, (2022). Performance in ASN can be used as a benchmark in knowing the qualifications and competencies of the state civil apparatus in serving the community, as well as a milestone in increasing public trust in government. Optimization of employee performance can be seen from performance achievements compared to performance targets that have been set or agreed upon. Employee performance at the Pati District Health Office needs to be improved to achieve the targeted Minimum Service Standards.

The problem that occurs in the Pati Regency Health Office is the achievement of targets that do not reach the minimum limit of 40%. Performance improvement can be done by increasing employee psychological capital, namely increasing positive psychological states in individuals with Luthan's characteristics, (2017). Performance improvement can be done by creating similarities in employee characteristics with the Pati Regency Health Office organization and building employee commitment to carry out and complete the vision and mission towards a healthy Pati Regency. Fatmawati and Budiono (2017), state that *Person Organization Fit* is the similarity of individual characteristics with the organization. According to research conducted by

Wijiati and Priyono (2022) the influence of *Person Organization Fit* and psychological capital has a positive and significant influence on job satisfaction, where employee job satisfaction is the biggest contribution to the influence of employee performance.

Employees who have positive psychological capital will have confidence in completing tasks, be able to solve existing problems and be able to make work plans to achieve future success. Based on research by Kappagoda (2014) and Zaman (2017) concluded that psychological capital has a significant effect on performance. In addition to psychological capital, based on research by Demir et al, (2019) and Alfani and Handini (2017) stated that *Person Organization Fit* (PO FIT) is also a variable that has a significant effect on employee performance. With the right psychological capital and *person organization fit*, the process of improving the performance of state civil servants in the health sector is expected to increase. According to Robbins & Judge in (2008) in Gani et al (2020) the perception of organizational justice is the overall perception of what is fair at work. Employees consider the organization to be fair, the results received and the methods received are fair so that they can trigger employees to always work well. Studies on the effect of perceived justice on performance have been conducted by Ibeogu (2015) found that perceived justice affects performance, in contrast to previous research by Fajru Achmi Fauziah and Anang Kistyanto (2017) found that perceived justice has no effect on performance.

In the field of health providers, performance indicators are crucial. The performance achievement of the Pati District Health Office in 2017 - 2019 experienced ups and downs in achieving its performance which can be seen from the following table:

Table 1. Health Service Coverage

Program Indicator	Realization 2017	Realization 2018	Target 2019	Realization 2019
Maternal Mortality Rate	85.88/100.000KH	61.98	80	45,08
Baby Mortality Rate	8,75/1000KH	9,58	8,3	4,45
Healthy Family Index	0,25%	0,217%	0,35%	0,25%
Ratio of General Practitioners per population	21,9/100.000 pddk	12,5	30	21,9
Health Centre Ratio	0,7/30.000 pddk	0,75	0,80	0,75
Percentage of Population with JKN KIS	57,68%	86,22%	100%	99,4%
BLUD Revenue Growth	0,60%	0,7%	0,8%	68%
Healthy Home Coverage	65%	66,78%	67%	65%
Prevalence of Malnutrition	0,82%	0,95%	0,8%	0,16%
Prevalence of pregnancy loss	10%	9,7%	9%	9,2%

Prevalence of Anemia among Pregnant Women	18%	11,9%	17,4%	7%
Number of ODGJB in shackles	18	85,71	19	22

Source: Pati District Health Office

Based on the table above, it can be seen that of the 12 program indicators of health service coverage at the Pati District Health Office, from year to year the performance realization does not reach the proposed target. Based on these problems, improving performance at the Pati District Health Office needs to be done by analysing influencing factors, namely psychological capital, PO FIT and perceptions of justice.

Research Methods

This research is explanatory research, namely research that aims to explain aspects relevant to the phenomena observed. This research, although basically not to solve business problems, is also called diagnostic analysis whose data can be qualitative and quantitative data. The population in this study were 107 employees at the Pati Regency Health Office. The sampling technique used a census sampling technique, namely taking all the population to be used as a research sample so that the population was 107 employees. Techniques and data analysis using descriptive analysis of respondents, descriptive analysis of variables, F test, r square test, regression test and moderation effect test. This research method can be described as follows:

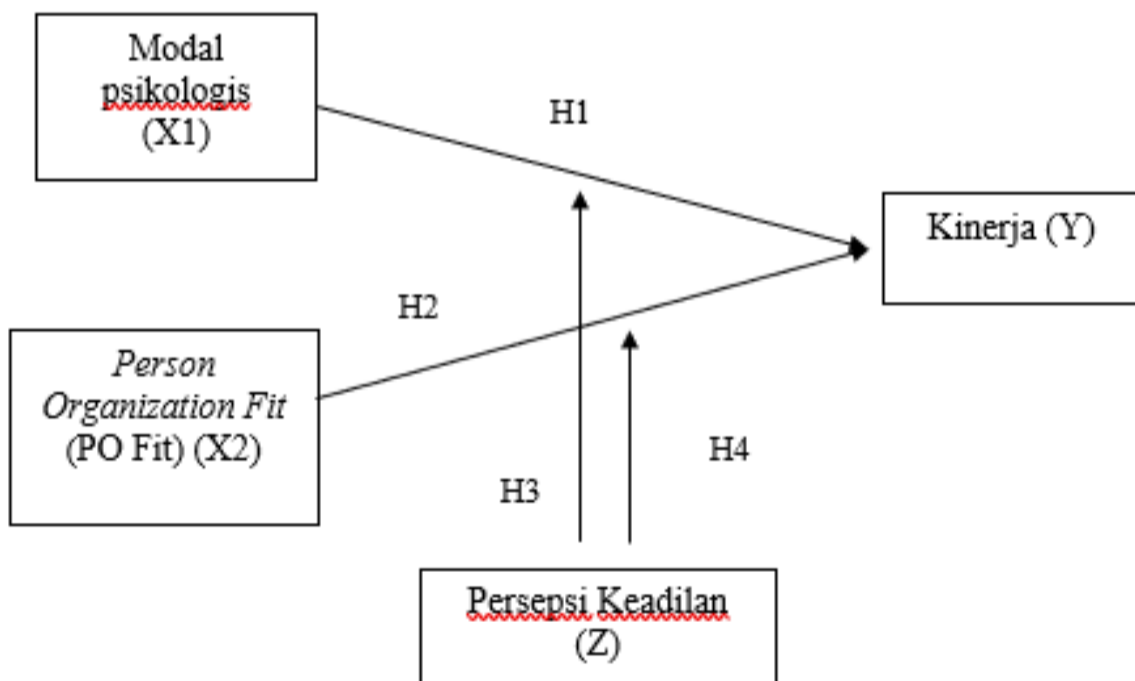


Figure 1. Graphical Model of Research

Hypothesis Development

The relationship between psychological capital and performance

Psychological capital is a positive psychological state in individuals with characteristics (Luthan, 2017). Psychological capital is one of the individual variables, which can affect performance. Luthans and Avolio (2003) in Rego (2016), Luthans et al, (2006) psychological capital in the category for individuals or individuals aims to encourage organizational growth and individual performance, while in the organizational category to encourage organizations to gain competitive advantages through employee performance development. Research by Maymanah et al (2019) shows that psychological capital has a correlation value to productive behavior. Research by Kappagoda, et al (2014) that psychological capital has a positive impact on performance. Another study by Silen (2017) shows that psychological capital has a positive and significant effect on performance.

H1: Psychological Capital Affects Employee Performance

The relationship between Person Organization Fit (PO FIT) and performance.

PO Fit is one of the organizational variables, which can affect performance Gibson, et al., (1995). Organizations where there is a fit between the intrinsic values that individuals believe in and the organization or institution, namely goal congruence, is the fit between individual goals and the organization, in this case leaders and coworkers, then their performance will increase. Organizations where there is a match between the intrinsic values that individuals believe in with the organization or institution, namely the fulfillment of employee needs, namely the match between employee needs and the strengths contained in the work environment with the existing organizational system and structure, employee performance will increase. Organizations where there is a match between the intrinsic values that individuals believe in and the organization or institution, namely the suitability of cultural and personality characteristics, is the match between the personality of each individual and the climate or culture of the organization, employee performance will increase. Based on the theory of Kristof (1996) in Pradana et al (2021) and Gibson et al (1995) as well as previous research by Alfani and Hadini (2017), Demir et al (2019), it is known that Person Organization Fit (PO FIT) affects performance, so hypothesis 2 can be prepared as follows:

H2: Person Organization Fit (P-O fit) affects performance.

Perceived fairness moderates the effect of psychological capital on performance.

Psychological capital is a positive psychological state in individuals with characteristics (Luthan, 2017). Individuals who have a good perception of justice, namely the organization provides rewards that are balanced with what individuals give, and they feel the existence of fairness (equity) is able to increase employee psychological capital which will ultimately improve performance.

H3: Perceived fairness moderates the effect of psychological capital on performance.

Perceptions of fairness moderate the effect of Person Organization Fit (P-O fit) on performance.

Person Organization Fit (P-O fit) is generally defined as the compatibility between the values that exist in the organization and the values that individuals believe (Kristof, 1996). Individuals who have a good perception of justice, namely the organization provides rewards that are balanced with what individuals provide, are able to increase the intrinsic value that individuals believe with the organization, employee performance will increase.

H4: Perceived fairness moderates the effect of *Personal Organization Fit* on performance.

Results and Discussion

The sample taken is the population of 107 employees of the Pati District Health Office. The following shows the identity of respondents presented using absolute frequency distribution and percentages, further analysis is grouped according to age, gender, class, education and length of service as follows:

Tabel 2. Frequency Distribution of Employee Respondents
 Pati District Health Office

Description	Frequency (Person)	Percentage (%)
Age:		
≤ 30 years	31	29
31 – 40 years	23	21,5
41 – 50 years	35	32,7
> 50 years	18	16,8
Gender:		
Female	70	65,4
Male	37	34,6
Last Education:		
High School	21	19,6
D3	12	11,2
S1	19	17,8
S2	55	51,4
Group:		
Casual Employee	44	41,1
Group 2	6	5,6
Group 3	42	39,3
Group 4	15	14,0
Length of Service:		
Less than 5 years	28	26,2
6 – 10 years	19	17,8
11 – 15 years	18	16,8
16 – 20 years	13	12,1

Source: Primary data processed, 2023

In table 2 of the frequency distribution above, it can be seen that the most employees are aged 41-50, female and have a master's degree with a group 3.

Validity Test

The validity test is carried out using factor analysis, if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire, the questionnaire is said to be valid (Gozali, 2014). The results of the validity test on each variable have a variable *KMO and Bartlett's* test value above 0.5 in the validity test, namely KMO more than 0.5, so it can be stated that the variables of Psychological Capital, *Person Organization Fit*, Perception of Justice, and Performance are all valid.

Normality Test

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution or not (Siregar, 2015). The normality test in this study used the Kolmogorov Smirnov test. The significance value of all variables shows a significance value of $0.75 > 0.05$, so it is stated that the data has a normal distribution.

Reliability Test

Reliability test is a reliability test that aims to determine how far a measuring instrument can be trusted. Reliability relates to an estimate of the extent to which a measuring instrument is consistent if measurements are repeatedly taken on different samples (reliable) and vice versa if a measuring instrument measurement results are inconsistent with previous results, the measuring instrument is considered unreliable.

Table 3. Determination Test Results

Variabel	Cronbach's Alpha	Decision Making	
		Alpha cronbach's > 0,7	Description
Psychological Capital	0,848	0,848 > 0,7	Reliabel
Person Organization Fit	0,745	0,745 > 0,7	Reliabel
Perception Fairness	0,883	0,883 > 0,7	Reliabel
Performance	0,891	0,891 > 0,7	Reliabel

Source: Primary data processed, 2023

Based on the Cronbach's Alpha table, it shows that all variables have a Cronbach's Alpha value above 0.7, so it can be stated that the data used for analysis is reliable or consistent. Likewise for the determination test data which can be seen in the following table:

Table 4. Determination Test Results

Determination Test	Adjusted R Square	Description
Psychological capital to performance <i>Person Organization Fit</i> on performance	0,503	The adjusted R value of 50.3% is slightly stronger because >50%

Source: Primary data processed, 2023

From table 4, the *Adjusted R Square* value of the determination test of the effect of psychological capital and *Person Organization Fit* on performance is 50.3%, which means that changes in the performance variable can be explained by the psychological capital and *Person Organization Fit* variables in the model by 50.3%, while the remaining 49.7% is explained outside the model above, for example leadership, competence, compensation and so on.

Multiple Linear Regression Analysis Test

In this study, the results of the *standardized coefficients* table were used because they were classified as perception research which is presented in the table as follows:

Table 5. Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig,
	B	Std. Error			
Constant	0,671	0,322		2,083	0,040
Rata rata X1	0,138	0,051	0,188	2,702	0,008
Rata rata X2	0,652	0,069	0,661	9,488	0,000

Source: Primary data processed, 2023

From the research results that can be seen in table 5, it can be seen that the relationship between the independent variable and the dependent variable;

$$Y = 0,188 X1 + 0,661 X2 \dots\dots\dots(1)$$

1). The psychological capital regression coefficient is + 0.188 and the significance value is 0.008 <0.05, meaning that psychological capital has a positive and significant effect on performance, thus H1: accepted. H1 : Psychological capital has a positive and significant effect on performance. 2). The regression coefficient of Person Organization Fit is + 0.661 and the significance value is 0.000 <0.05, meaning that Person Organization Fit has a positive and significant effect on performance, thus H2: accepted. H2 : *Person Organization Fit (PO-Fit) has a positive and significant effect on performance.*

Moderation Test

The moderation test in this study was conducted to test whether the perception of justice variable can moderate the effect of psychological capital on performance and the perception of justice can moderate Person Organization Fit (PO Fit) on performance.

Table 6. Phase I Moderation Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig,
	B	Std. Error			
Constant	-5,170	1,460		-3,540	0,001
Rata X1	1,680	0,374	2,289	4,489	0,000
Rata rata Z	0,174	0,029	2,283	6,042	0,000
X1.Z	-0,031	0,007	-2,771	-4,159	0,000

Source: Primary data processed, 2023

1). In the results of stage 1 moderation test, the perceived justice variable is unable to strengthen the effect of psychological capital and Person Organization Fit on performance, this is indicated by the standardized coefficient beta value which has a value of -2.771 (negative). The hypothesis that the perception of justice moderates the effect of psychological capital on performance is not able to strengthen the effect of psychological capital on performance. H3: Rejected. H3: Perceived justice moderates the effect of psychological capital on performance. Rejected.

Table 7. Phase II Moderation Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig,
	B	Std. Error			
Constant	5,514	1,251		4,409	0,000
Rata X2	-0,932	0,328	-0,945	-2,839	0,005
Rata rata Z	-0,056	0,027	-0,727	-2,048	0,043
X2.Z	0,025	0,007	2,349	3,748	0,000

Source: Primary data processed, 2023

2). From the results shown in Table 4 on the results of stage 2 moderation tests, it is found that the personal organization fit variable has no effect and even has a negative effect on employee performance. Thus, the perception of justice is not a moderating variable in the relationship between personal organization fit and performance. The hypothesis that perceived justice moderates the effect of personal organization fit on performance is rejected. H4: rejected. H4 : Perceived fairness moderates the effect of personal organization fit on performance. Rejected. The implication of perceived justice is not a moderating variable, meaning that the perception of justice is not able to provide justice to employees so that they will seek balance as a sense of dissatisfaction with the rewards that have been given and this will have an impact on employee performance in accordance with the theory of Robbind & Judge (2008). Employees who get injustice will perform various behaviors because they feel dissatisfied.

Discussion

The effect of psychological capital on performance

The results of the empirical test analysis, that psychological capital has a positive effect on employee performance at the Pati Regency Health Office. Employees who have the confidence to complete challenging tasks and provide efforts to solve existing problems will improve performance. Employees who within themselves have the nature of perseverance in achieving goals, always develop innovations to achieve goals in order to achieve success, when hit by problems and difficulties can survive and be able to rise, will improve performance. Psychological capital is a positive psychological state in individuals with characteristics (Luthan, 2007). Psychological capital is one of the individual variables, which can affect performance. Luthans and Avolio (2003), Luthans et al, (2006) psychological capital in the category for individuals or individuals aims to encourage organizational growth and individual performance, while in the organizational category to encourage organizations to gain competitive advantages through the development of employee performance.

The results of this study agree with the research of Maymanah et al, (2019) showing that psychological capital has a correlation value to productive behavior. Research by Kappagoda, et al (2014) that psychological capital has a positive impact on performance. Another study by Silen (2017) shows that psychological capital has a positive and significant effect on performance. The better the employee's psychological because the company or agency, the employee's performance will also increase.

Effect of Person Organization Fit on Performance

The results of the analysis show that Person Organization Fit has a positive effect on performance in employees of the Pati Regency Health Office. Employees have a positive Person

Organization Fit, namely those who have value congruence between interests, abilities and work, so that these employees can complete their assigned tasks and their performance will increase. Employees have positive Person Organization Fit, namely those who have goal congruence with leaders and coworkers, these employees are able to coordinate and can complete the assigned tasks so that their performance will increase. In addition, employees who have positive Person Organization Fit are able to meet the needs of employees with institutions, work environments and organizational structures, so that employees are able to coordinate and can complete assigned tasks so that their performance will increase and have a match between the personality (non-values) of each individual with the organizational climate and organizational culture, so that employees are able to coordinate and can complete assigned tasks so that their performance will increase.

The results of the study agree with Kristof (1996) and Gibson et al (1995) as well as previous research by Alfani and Hadini (2017), Demir et al (2019), and research from Hartono and Priyono (2014) found that Person Organization Fit (PO FIT) has a positive effect on performance. The results showed that the perception of justice was able to increase the influence of psychological capital on employee performance at the Pati Regency Health Office.

The effect of psychological capital on performance with perceived justice as a moderating variable

The results showed that the perception of justice was not able to increase the influence of psychological capital on employee performance at the Pati Regency Health Office, indicated by the standardized coefficient beta value having a negative value. The perception process is a strong determinant of behavior. According to Messer and White (2006) in Matlala (2011), employees' perceptions of fairness affect their likelihood to exhibit behavior in the organization. Perceptions of justice in the Pati Regency Health Office are unable to increase the influence of psychological capital on the performance of employees who have strong psychological capital, namely in themselves having confidence in completing challenging tasks and providing efforts to solve existing problems. Because this negative result continues or if perceived injustice and ineffectiveness of the performance management system can lead to counterproductive and sometimes behavior / psychological capital, it will be detrimental to employees as well.

The results showed that perceived justice could not moderate the relationship between psychological capital and employee performance at the Pati Regency Health Office. Although the previous hypothesis shows that psychological capital affects performance, it apparently cannot be influenced or moderated by perceptions of justice on performance. Which can be interpreted that the psychological model stands alone as a variable that can affect performance, so that the higher or better the employee's psychological capital, the employee's performance will also increase, but the perception of justice that exists cannot affect the employee's psychological capital on his performance.

Perceived justice is considered unable to improve the psychological capital of employees to achieve optimal performance, therefore the perception of justice can focus more on how the organization treats its employees in the application of work procedures. Perceptions of justice, which in this case can be referred to as employee interactional justice, include how interactions are built so that they can generate information for employees and organizations (Greenberg, 2003). With the formation of information from these interactions, employees feel treated with honor and dignity. Based on these results, this study is in accordance with Kaur's (2016) research which divides justice perceptions into three categories, namely distributive justice, procedural justice, and interactional justice which states that procedural justice and interactional justice cannot predict the value of employee psychological capital.

The effect of Person Organization Fit on performance with perceived justice as a moderating variable

Perceived justice is considered unable to increase the influence of Person Organization Fit on performance. The results showed that perceived fairness was not able to increase the influence of Person Organization Fit on employee performance at the Pati Regency Health Office, indicated by the standardized coefficient beta value having a value of 2.349, but the Person Organization Fit variable on performance and the perceived fairness variable on performance had all negative values, namely -0.945 and -0.727. The perception process is a strong determinant of behavior, in this case employee performance. Employees of the Pati Regency Health Office who have a positive perception of justice, namely having Equity consisting of compensation based on contribution, Equality consisting of the same compensation to each employee and Need consisting of benefits based on their respective needs, are able to increase the influence of Person Organization Fit in achieving optimal performance. this is in line with the results of research conducted by Hartono & Nasih (2017).

Fernandes & Awamleh (2006) and Suliman (2007) in Warokka, Gallato, & Moorthy (2012) reveal that employee perceptions of distributive justice are reflected in employee concern for the distribution of resources and outcomes or performance that will inevitably lead to organizational effectiveness. A performance appraisal system that is perceived as an unfair process will potentially be a source of discord, distrust, disrespect, and other social problems. Employees of the Pati Regency Health Office who have positive perceptions of justice are consistent, impartial, accurate information, correctable, representative, ethical, treat employees with dignity, treat employees with attention, treat employees with respect, and are able to provide accurate information. Employees are able to increase the influence of Person Organization Fit in achieving optimal performance. According to Greenberg and Baron (2008) organizational justice is a study of people's perceptions of the justice obtained in the organization. This organizational justice consists of distributive justice, procedural justice, interpersonal justice and informational justice.

The higher the level of Person Organization Fit of employees, it will affect employee job satisfaction which affects performance improvement in agencies or companies (Rita & Marlien, 2022).

Conclusion

Based on the results of research and data analysis, it can be concluded that psychological capital has a positive effect on performance in employees at the Pati Regency Health Office. Employees who have confidence in completing tasks, have the confidence to complete challenging tasks and provide efforts to solve existing problems, have optimism, will improve performance. Employees who are diligent in achieving goals, always develop innovations, when hit by problems and difficulties can survive and be able to rise will improve performance. Person Organization Fit has a positive effect on employee performance at the Pati Regency Health Office. Employees have a positive person organization fit, namely those who have a value match between interests, abilities and work, so that these employees can complete the assigned tasks, have a goal match with leaders and coworkers, these employees are able to coordinate and can complete the assigned tasks so that their performance will increase.

Perceptions of justice are unable to moderate psychological capital on performance in the Pati Regency Health Office. So in this case there needs to be an improvement in the perception of justice in the Pati Regency Health Office. Perceptions of justice are unable to moderate personal organizational fit on performance in the Pati Regency Health Office. So in this case there needs to be an improvement in the perception of justice in the Pati Regency Health Office. In this study, there are limitations, namely that this research was only conducted at a limited research location, namely employees at the Pati Regency Health Office, so that the results of this study cannot be generalized and must be presented carefully, so that parties who want to use the findings of this study need to be careful in generalizing or analogizing the research results, because it is not necessarily the same research results if carried out on different research objects. Completion of the questionnaire is voluntary with no binding rules so that respondents can provide answers that are not correct and answer well even though their performance is not good.

There are two implications in this research, namely theoretical implications and managerial implications. The theoretical implication is that employee performance will improve as employee psychological capital increases, namely from the confidence built, good task completion and problem solving, as well as colleagues in a healthy organization in cooperation and fair performance appraisal. The managerial implications built from this research are useful for leaders to be able to evaluate work in the organization and improve work procedures so that employees feel cared for.

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