
The Role of Psychological Capital and Leader-Member Exchange (LMX) In Affecting Job Performance Mediated by the Commitment and Engagement of Babinsa Kodim 0101/BS Banda Aceh

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Abstract

This study aims to determine and examine the role of psychological capital and leader-member exchange (LMX) in influencing job performance which is mediated by the commitment and attachment of the Babinsa soldiers of Kodim 0101/BS Banda Aceh. The population was all Babinsa soldiers in the Kodim 0101/BS Banda Aceh area, totaling 550 people. The sampling technique used was the convenience sampling technique, so that the sample obtained as many as 200 people. Data were collected using a personal questionnaire. The model was analyzed using SEM thru AMOS statistical equipment. The test results prove that from the six direct effect hypotheses, only one hypothesis does not meet the requirements so only one is rejected, meanwhile of the two indirect effect hypotheses, both have a significant effect. As for the test results, the LMX effect does not affect Job Performance, the function of commitment is as a partial mediator, and the function of employee engagement is as a full mediator. This model is interesting because it uses 2 mediating variables and it is proven that both have different functions.

Keywords: Psychological Capital, Leader-Member Exchange, organization Commitment, Employee Engagement, Job Performance

1. Introduction

Bintara Pembina Desa (Babinsa), is the Indonesian Army (TNI) Army (AD) which has the task of implementing security in the field of regional development, population, and socio-cultural conditions. Babinsa is often faced with community problems in her daily life. Based on the researcher's observations, the performance of Babinsa in the Banda Aceh regional command unit (Kodim 0101/BS Banda Aceh) has several problems. The number of Babinsa personnel there is still very limited, while the tasks carried out in the targeted areas are very broad and complex, so most Babinsa has a larger area of responsibility. The Babinsa also generally do not understand in detail the scope of the territorial guidance tasks they are responsible for. This indicates that Babinsa Kodim 0101/BS Banda Aceh has not shown optimal performance in carrying out the task of territorial development due to a lack of ability in the fields of knowledge, skills, and other factors.

Several factors were identified that can encourage Babinsa's performance improvement, namely organizational commitment, employee engagement, Psychology Capital, and Leader-Member Exchange (LMX), as has been proven by (Ke, Qiu, & Jiang, 2015), (Ismail, Iqbal, & Nasr, 2019), (Lifeng, 2007), (Cogliser, Schriesheim, Scandura, & Gardner, 2009). Based on their opinions and research results, the researchers wanted to prove the role of these variables on the performance of Babinsa Kodim 0101/BS Banda Aceh. These factors are used as variables to express their role on the performance of Babinsa Kodim 0101/BS Banda Aceh.

2. Literature Study

Employee performance

Performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, or targets (Zainal, 2015). (Mangkunegara, 2010) stated that the measures that need to be considered in performance appraisal include: 1) work quality, 2) work quantity, 3) responsibility, 4) initiative, 5) cooperation, and 6) obedience. (Soetrisno, 2016) mentions that performance measurement is directed at six aspects, namely 1) work results, 2) job knowledge, 3) initiative, 4) mental skills, 5) attitudes, and 6) time discipline. Meanwhile (Robbins & Judge, 2017) states that employee performance has six indicators, namely: 1) quality, 2) quantity, 3) timeliness, 4) effectiveness, and 5) independence.

Organizational Commitment

Organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization (Mowday, Porter, & Steers, 2013) ; (Kaswan & Akhyadi, 2017). (Mowday et al., 2013) mention that organizational commitment is divided into 3 (three) aspects, namely: 1) identification, 2) involvement, and 3) loyalty. Meanwhile (Luthans, 2013) mentions aspects of organizational commitment, namely 1) affective commitment, 2) continual commitment, and 3) normative commitment. Meanwhile, the factors that influence organizational commitment as expressed by (Priansa, 2014) are 1) personal which includes personality traits, age, education level, gender, and marital status, 2) situational which includes workplace values, workplace values, organizational justice, job characteristics, and organizational support, and 3) positional which includes tenure work and level of work.

Employee Engagement

(Hughes & Rog, 2008) and (Carter, Nesbit, Badham, Parker, & Sung, 2018) put forward an explanation of attachment as a motivational construct that includes two dimensions including attention and absorption. (Macey & Schneider, 2008) mentions that employee engagement has three aspects, namely: 1) Trait Engagement, 2) State Engagement, 3) Behavioral engagement. Meanwhile (Gorgievski, Bakker, & Schaufeli, 2010) mentioned that employee engagement also has three aspects, namely 1) vigor; 2) dedication; and 3) Absorption. (Handoyo & Setiawan, 2017) mentions that measuring employee engagement can be done using the following indicators: 1) work environment, 2) leadership, 3) team and

co-worker relations, 4) training and career development, 5) compensation, 6) organizational policies, and 7) welfare work.

Psychological Capital

Psychological capital is mentioned in various works on economics, investment, and sociology, but the term PsyCap in the field of positive psychology tends to be new (Luthans, Avolio, Avey, & Norman, 2007). It started a few years ago when psychologists (Seligman, 2004) conduct research that challenges the field to change from a preoccupation with what is wrong and dysfunctional in people, to what is right and good about them. According to (Luthans, 2013), there are 4 indicators in psychological capital which are commonly abbreviated as HORE, namely 1) Hope (Hope), 2) Optimism, 3) Resilience, 4) Self-Efficacy.

Leader-Member Exchange (LMX)

(Graen & Uhl-Bien, 1995) in (Lee, 2005) mention that the leader-member relationship is heterogeneous, namely that the relationship between a leader and a member in a work unit is different. (Pillai, Scandura, & Williams, 1999) defines leader-member exchange as the quality of the relationship between superiors and subordinates and has a relationship with several outcomes. Meanwhile, (Vecchio, 2005) and (Yukl & Gardner, 2020) provide a definition that the leader-member exchange theory explains how leaders develop different exchange relationships over time with various subordinates.

(Truckenbrodt, 2000) mentions the measurement of the LMX-7 scale from (Graen & Scandura, 1987). The LMX-7 scale is divided into two formats, namely the LMX-7 Scale for subordinates (ELMX) which is designed to be filled out by subordinates as respondents. In this study, the questionnaire uses five of the seven indicators because it has been adjusted to the problems and research subjects.

Paradigms and Hypotheses

From the previous problems and theories, the researchers formulated the research paradigm and hypotheses as follows.

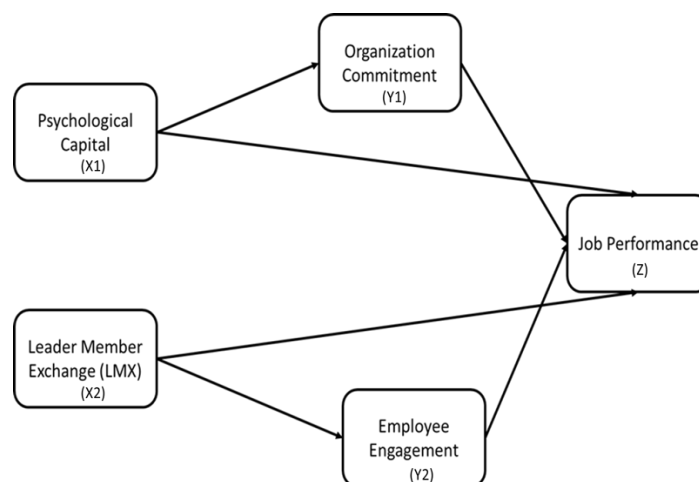


Figure 1. Research Model

- H1: Psychological Capital affects Commitment
- H2: LMX affects Engagement
- H3: Psychological Capital affects Job Performance
- H4: Commitment Capital affects Job Performance
- H5: Engagement affects Job Performance
- H6: LMX affects Job Performance
- H7: Psychological Capital affects Job Performance through Commitment
- H8: LMX affects Job Performance through Engagement

3. Method

The research was conducted at Kodim 0101/BS Banda Aceh, Indonesia. The subjects were all soldiers in the Kodim 0101/BS Banda Aceh area. The population is all Babinsa soldiers in the Kodim 0101/BS Banda Aceh area, totaling 550 people. The sample used was part of the soldiers in the Kodim 0101/BS Banda Aceh area, a total of 200 people as stated by Hair in (Ferdinand, 2014). The sampling technique used was convenience (Sugiyono, 2017). The data were analyzed using the AMOS SEM application.

4. Result

The structural model that explains the test of the influence between variables can be seen as follows.

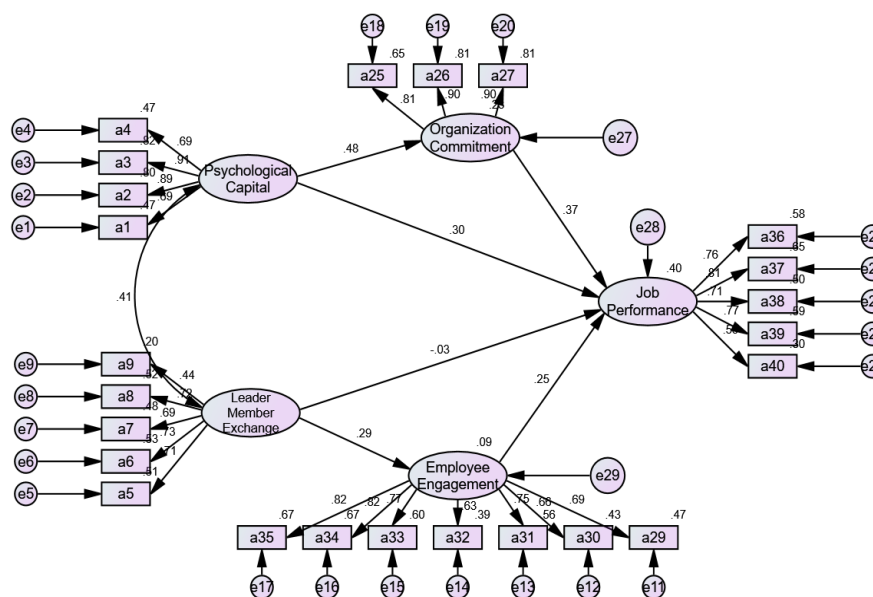


Figure 2. Test Results through SEM

The results of testing are more clearly contained in the following table:

Table 1. Hypothesis Test Results

Endogenous		Exogenous	Estimate	S.E.	C.R.	P	Label
Commitment	<---	Psychological_Capital	.594	.075	7.967	***	.482
Engagement	<---	Leader_Member_Exchange	.214	.046	4.645	***	.294
Job_Performance	<---	Psychological_Capital	.279	.029	10.085	***	.298
Job_Performance	<---	Commitment	.278	.028	10.087	***	.367
Job_Performance	<---	Engagement	.280	.030	10.090	***	.246
Job_Performance	<---	Leader_Member_Exchange	.028	.048	.593	.553	.034

From the results of the direct influence test in the table above, it shows that:

1. Psychological Capital Effect on Commitment

Testing the Psychological Capital effect on Commitment resulted in a CR value of 7,967 and a p-value of ***. This figure has met the requirements for acceptance of Ha (CR > 1.96, p-value < 0.05). So it figures that the role of Psychological Capital on Organizational Commitment is significant. The coefficient is 0.482 so the impact of the Effect of Psychological Capital on Commitment is significant at 48.2%.

2. LMX Effect on Engagement

Testing the LMX effect on engagement resulted in a CR value of 4.645 and a p-value of ***. This figure has met the requirements for acceptance of Ha (CR > 1.96, p-value < 0.05). So it reveals that the role of LMX on employee engagement is significant. This means that if you want to increase employee engagement, your LMX must be increased. The coefficient is 0.294 or 29.4%. So that employee engagement will increase if the LMX increases too.

3. Psychological Capital Effect on Job Performance

Testing the Psychological Capital effect on Job Performance resulted in a CR value of 10,085 and a p-value of ***. This figure meets the requirements for acceptance of Ha (CR > 1.96, p-value < 0.05). So it concludes that the role of Psychological Capital on Job Performance is significant. The coefficient is 0.298 or 29.8%.

4. Commitment Effect on Job Performance

Testing the Commitment effect on Job Performance resulted in a CR value of 10,087 and a p-value of ***. This figure has met the requirements for acceptance of Ha (CR > 1.96, p-value < 0.05). So it explains that the role of Commitment to Job Performance is significant. The coefficient is 0.367 or 36.7%. Thus, its impact on increasing Job Performance is through Commitment.

5. Engagement Effect on Job Performance

Testing the Engagement effect on Job Performance resulted in a CR value of 10,090 and a p-value of ***. This figure has met the requirements for acceptance of Ha (CR > 1.96,

p-value < 0.05). So it reveals that the role of Engagement on Job Performance is significant. The coefficient is 0.246 or 24.6%.

6. LMX Effect on Job Performance

Testing the LMX effect on Job Performance shows a CR value of .593 and a p-value of 0.034. This figure does not meet the requirements for acceptance of H_a (CR > 1.96, p-value < 0.05). So it indicates that the role of LMX on Job Performance is not significant. The coefficient is 0.034 or 3.4%. It is a very small value to be able to increase Job Performance through this LMX

The results of testing the indirect hypothesis are as described below

7. Psychological Capital Effect on Job Performance through Commitment

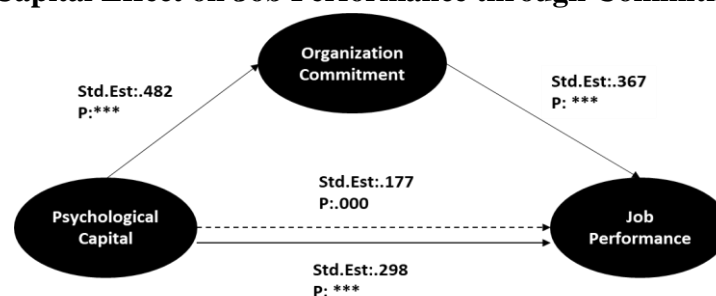


Figure 3. Psychological Capital Effect on Job Performance through Commitment

Based on Figure 3 above, the estimated parameter value for testing the Psychological Capital effect on Job Performance through Commitment shows a probability value of .000. The P-value obtained has met the acceptance requirements of H_a (<0.05). So it states that the role of Psychological Capital on Job Performance through Organizational Commitment is significant. The magnitude of the coefficient of the influence of Psychological Capital on Job Performance through Organizational Commitment is 0.117. Thus, the impact it has on increasing job performance can also be done through increasing organizational commitment. The magnitude of this indirect effect is 17.7%. The role of Organization Commitment, in this case, is partial mediation.

8. LMX Effect on Job Performance through Engagement

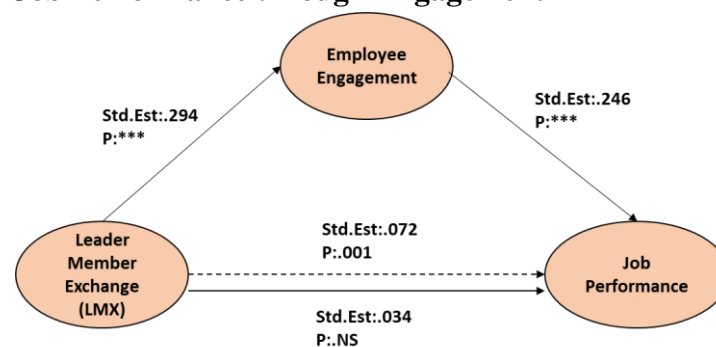


Figure 4. LMX Effect on Job Performance through Engagement

Based on Figure 4 above, the estimated parameter value for testing the influence of LMX on Job Performance through Employee Engagement shows a probability value of .001. The P-value has met the acceptance requirements of H_a (<0.05). So it explains that the role of LMX on Job Performance through Engagement is significant. The magnitude of the coefficient of LMX's influence on Job Performance through Employee Engagement is 0.072. Thus, the impact it has on increasing job performance by LMX through employee engagement is 7.2%. The role of Employee Engagement, in this case, is Full Mediation.

5. Discussion

The magnitude of the coefficient number, the largest is Psychological Capital which has an effect on with a score of 0.482, a number that is quite dominant in a multivariate regression coefficient like this study. This means that Psychological Capital plays a very important role in increasing Organizational Commitment. However, if it is seen that the variable that has the largest role in supporting the increase in job performance, then the variable is organization commitment which has a greater influence than the employee engagement and LMX variables.

Meanwhile, if we look at the indirect effect (indirect effect), from the two hypotheses tested, namely the first one is Psychological Capital Effect on Job Performance through Organizational Commitment and the second one is LMX Effect on Job Performance through Employee Engagement, the first one has a higher coefficient of influence, larger than the second hypothesis. So we can conclude that the role of organizational commitment as a mediator on the influence of psychological capital is very important, even though its status is only partially mediating. On the other hand, the role of employee engagement in mediating the LMX effect on job performance, although the coefficient is smaller than organization commitment, its role is very vital because it is fully mediating, compared to organizational commitment which is only partial mediating.

From the findings above, it concludes that to achieve the work target desired by Babinsa personnel, namely to support the success of the domestic defense system, especially on land as a strategic component to maintaining security and it accelerates through increasing psychological capital and organizational commitment of these leading territorial soldiers. To improve the security and welfare of the community from disturbances and threats both from within and from outside, the leadership in the TNI unit can improve the performance of Babinsa through employee engagement which has a coefficient of 7.2%. The trick is to improve the leadership shown by superiors in spurring their members to be able to work even better.

6. Conclusion

The results of testing the performance model of the Babinsa soldiers of Kodim 0101/bs Banda Aceh prove that:

1. Of the six direct effect hypotheses tested, only 1 has a probability number and the CR does not meet the requirements so only it is rejected. Meanwhile, from the two indirect hypotheses tested, both have a significant effect. tested in this study.

2. Furthermore, judging from the magnitude of the coefficient number, the largest is Psychological Capital which has an effect on Commitment with a score of 0.482, a regression coefficient number that is quite dominant. This means that Psychological Capital plays a very important role in increasing Commitment.
3. However, if you look at the variable that has the biggest role in supporting the increase in job performance, then the variable is organization commitment which has a bigger influence than the employee engagement and LMX variables.
4. Meanwhile, if we look at the indirect effect, from the two hypotheses tested, the role of Psychological Capital on Job Performance through Organizational Commitment has a greater influence coefficient than the role of LMX on Job Performance through Employee Engagement.

From these results, it is evident that the model for improving the job performance of Babinsa Kodim 0101/BS Banda Aceh is a function of strengthening Psychological Capital, increasing LMX, strengthening organizational commitment, and strengthening employee engagement. The function of organizational commitment is as a partial mediator, while the function of employee engagement is as a full mediator. This model is interesting because it uses 2 mediating variables and it is proven that both have different functions. This model can be the basis for further research to be developed.

For practitioners, especially research subjects, the results mapped out several recommendations, namely :

1. From the findings above, to be able to achieve the desired job targets, Babinsa should increase the psychological capital and organizational commitment of these front territorial soldiers.
2. The commander needs to encourage the capability of territorial control by Babinsa soldiers to combine it with guiding aspects of psychological capital and organization commitment of the Babinsa soldiers

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