The Influence of Psychological Capital, Employee Engagement, Organizational Commitment to Creativity of Civil Servants in the Government of Bukittinggi City

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ABSTRACT

This article aims to analyze the effects of psychological capital, employee engagement and organizational commitment on creativity in the civil servant environment of the Bukittinggi city government. This study uses data analysis methods with the smartPLS application. The sample used was 154 respondents. The results of this study are: 1) employee engagement significantly and positively influences employee engagement, 2) employee engagement significantly and positively influences organizational commitment, 3) organizational commitment significantly and positively influences creativity, 4) employee engagement significantly and positively influences creativity, 5) positive employee engagement is able to mediate the relationship between psychological capital with organizational commitment, 6) positive employee engagement is able to mediate the relationship between psychological capital and creativity.

Keywords: Psychological Capital, Employee Engagement, Organizational Commitment, Creativity

1. INTRODUCTION

Modern organizational concepts, employee contributions and productivity are expected to be demonstrated through creativity and innovation in work (Hou, Gao, Wang, Li, & Yu, 2011). Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia (PANRB) No. 30 of 2014 concerning Guidelines for Public Service Innovation requires innovation in public services and sustainable development from the region to the center where the innovation process is part of the creative process of knowledge creation or a process of creativity in making new discoveries that are different and/or modification from existing ones. However, the Bukittinggi city government is still experiencing problems in realizing the process of creativity of public services. It appears from the data that has been proposed to the relevant central public innovation competition no one has received awards from the center in addition to the proposal conveys innovation was always monotonous and there is nothing new in every year.
The observed phenomenon, the writer has a view subjectivity which one of them is the indication of lack of creative human resources (Amabile, Conti, Coon, Lazenby, & Herron, 1996). The creativity of individual employees is an important component of forming a strong organization. Individual creativity on the job includes a way to create solutions to overcome challenges in every job and can bring benefits to the organization (Amabile, 1988). Meanwhile, to bring about employee creativity can be done with a high commitment to the organization itself and also employee attachment to their work (Hou et al., 2011). But this employee engagement cannot stand alone, because it needs psychological capital as a support to increase the employee’s attachment (Kang & Busser, 2018).

Therefore this study besides being able to provide an illustration for the Bukittinggi city government, is also expected to be useful in providing academic literature by presenting an analysis of the effects of psychological capital, employee engagement and organizational commitment to creativity.

1.1. Creativity

Creativity is defined as the production of new and useful ideas issued by an individual or a small group of individuals who work together "(Amabile, 1988, p.126). These new and useful ideas are products of the human mind (Ghiselin, 1963). Producing ideas about new or potentially useful products or procedures (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Creativity is very important for organizations because creative contributions can not only help organizations be more efficient and more responsive to opportunities, but also helps organizations adapt to change, grow and compete. Researchers have mentioned that some level of creativity is needed in almost every job (Shalley, Gilson, & Blum, 2000; Unsworth, 2001; Ford, 1996).

So the writer can conclude that creativity is an ability produced by individuals from a process in producing a method or work that is new and useful.

1.2. Employee Engagement

Employee Engagement has different definitions according to experts which partly defines that Employee Engagement is the use of organizational members for their work role in engagement, people employ and express themselves physically, cognitively, and emotionally in their work performance. Engagement means being psychologically present when occupying and performing roles in organizations (Kahn & Kahn, 1990). Some of them define it as the presence of energy, involvement, and effectiveness which is a direct opposite of the 3 (three) burnout dimensions namely; fatigue, cynicism and ineffectiveness (Maslach et al., 2001).

From the description of the definitions according to the experts above, the author concludes that Employee Engagement is a positive attitude consisting of cognitive, emotional, and behavioral components related to the performance of an employee with an enthusiasm to engage in the company and his work as a whole and voluntarily.

1.3. Organizational Commitment

Organizational Commitment is defined as a relative strength of individual identification that is accompanied by involvement in a particular organization and can be characterized by strong confidence and acceptance of the values and goals of the organization, willingness to exert sufficient effort on behalf of the organization and have a strong desire to maintain membership in an organization (Mowday, Porter, and Steer, 1982). Furthermore Meyer and Allen (1993) mention the dimensions of commitment consisting of affective commitment, continuance commitment and normative commitment.

1.4. Psychological Capital

Psychological Capital is the development of the concept of Positive Behavior in Organizations (Positive Organizational Behavior) introduced by Luthans (2002). Discussion of Positive Behavior in Organizations focuses on the ability and psychological strength of individuals. Lutans
(2002) defines Positive Behavior in Organizations as a study and application of strengths and psychological abilities that are positive in the individual. Constructs that include Positive Behavior in Organizations have specific requirements, which must be able to be measured, developed, and managed effectively, so as to provide benefits through improvement or improvement in the work environment (Luthans, 2002). Luthans, Youssef-Morgan, and Avolio (2015) then developed a new concept called Psychological Capital as a micro intervention model of Positive Behavior in Organizations, with the aim of achieving individual performance improvement in an industry-organizational context.

1.5. Effect of Psychological Capital on Employee Engagement

Psychological capital can encourage the birth of work attachment. This shows the higher psychological capital owned by individuals, the more bound employees are at work. Individuals who have psychological capital are characterized by having the confidence to accept and make efforts to accomplish challenging tasks, have an optimistic attitude about success in the present and future, and have a persistent nature in achieving goals and if necessary redirect the path to success and if experiencing problems, surviving and strong (resilience) to achieve success. When individuals have psychological resources that will make them have a high dedication to work, full of energy, and enthusiastic at work.

A number of studies have shown a link between psychological models and work attachment. Research by Kang Hee Jung and James A. Busser (2018) on hospitality organizations shows that psychological capital and service climate have proven to be very important in increasing employee engagement. Creativity is indirectly born through the process of employee engagement arising from training and empowerment (Nawaz et al. 2014). But the employee’s attachment cannot stand alone, because it needs psychological capital as a support to increase the employee’s attachment (Kang, Hee Jung and Busser, James A. 2018).

1.6. Effect of Employee Engagement on Organizational Commitment

Employee engagement focuses on the engagement between employees and their work, while organizational commitment focuses on the engagement between employees and their organizations. Kahn (1990) is the first figure to state that work engagement can positively impact organizational level results, arguing that employees want to work for reasons other than “they are paid for the work” but they will work to pursue organizational success. Employee engagement can bring strong impact on his affective commitment to the organization (Brunetto et al, 2012). so he feels proud of his relationship with the organization and seeks to develop creative efforts to solve problems and take advantage of opportunities. The relationship between employee work engagement and organizational commitment is also strengthened by research conducted by Schaufeli and Salanova (2007) who found that when employee engagement levels increase, employees will devote their energy to the organization. Research Brunetto et al. (2012) found that organizational commitment was triggered by employee attachment to work.

1.7. Effect of Organizational Commitment on Employee Creativity

The creation of individual creativity is easily formed if commitment to the organization owned by employees arises (Hou et al., 2011). The same thing is also proven by de Vries (2018) that it is important to focus on employees who are hired temporarily or contract employees to create jobs that are committed to the organization so as to create a creative environment (Human, Leadership, & Vries, 2018).

1.8. The Effect of Mediating Employee Engagement on the Relationship Between Psychological Capital and Organizational Commitment

According to Scaufeli and Bakker (2006) in Nawaz et al. (2014) pursuing organizational goals are very demanding of the results of the work, then employees as part of the organization will dedicate all of their resources including cognitive and emotional to work roles
that have an energy level, enthusiasm and that make them absorbed in their work. Paek et al (2015) add psychological capital can play a role in determining the results associated with the work. Besides that psychological capital as an aspect of personal resources related to work, will positively influence work engagement. So it is concluded that through mediation of work engagement variables, then psychological capital can further influence organizational commitment.

1.9. The Effect of Mediating Employee Engagement on the Relationship Between Psychological Capital and Creativity

Bhuvanaiah, T and Raya, RP (2015) Employee involvement can be encouraged through a process of motivation (intrinsic or extrinsic). Intrinsic motivation plays a more dominant role in influencing such involvement (R, Singh. 2016). Prabhu, Veena et al (2008) add from the results of their research, they prove that intrinsic motivation is able to mediate self-efficacy towards student creativity. Therefore it can be concluded that employee tied variables can mediate the relationship between psychological capital and individual creativity.

Figure 1. Model

2. METHODS

2.1. Determination of Samples

Samples were taken by the Slovin sampling technique. The total population of 248 OPD people who perform basic services in the Bukittinggi city government and by using a margin of error of 5 percent, the number of respondents that can be tested is 154 respondents.

2.2. Analysis Method

This study uses data analysis using software smartPLS version 3.3.2 because these studies have respondents are not too much to be researched while smartPLS applications that accommodate Partial Least Square (PLS) can run the data with a minimum of 20 respondents per endogenous variable (vinzi 2010).

RESULT AND DISCUSSION

2.3. Description of Research Samples

The sample descriptions in this study are shown in the following table 1.
Table 1. Description of Research Samples

| No | Demographic Characteristics | Category                        | Frequency (people) |
|----|-----------------------------|---------------------------------|--------------------|
| 1  | Gender                      | a. Male                         | 73                 |
|    |                              | b. Girl                         | 81                 |
| 2  | Age                         | a. 18-27 years old              | 1                  |
|    |                              | b. 28-37 years old              | 31                 |
|    |                              | c. 38-47 years old              | 73                 |
|    |                              | d. 48-57 years old              | 49                 |
|    |                              | e. Above 58 years old           | 0                  |
| 3  | Last education              | a. Elementary / middle school    | 0                  |
|    |                              | b. High school                  | 28                 |
|    |                              | c. Diploma                      | 21                 |
|    |                              | d. S1                           | 82                 |
|    |                              | e. S2                           | 23                 |
| 4  | Years of service            | a. 1-5 years                    | 6                  |
|    |                              | b. 5-10 years                   | 15                 |
|    |                              | c. 11-15 years old              | 33                 |
|    |                              | d. 16-20 years old              | 38                 |
|    |                              | e. > 20 years old               | 62                 |

Source: Primary data processed, 2020

2.4. Discussion of Research Results

2.4.1. Testing the Outer Model

There are three criteria for data analysis techniques using SmartPLS to assess the outer model, namely convergent validity, discriminant validity and composite reliability. The correlation between item scores or component scores estimated with PLS software is used to assess the measurement model’s Convergent Validity with reflexive indicators.

2.4.1.1. Convergent validity

Convergent validity by looking at the outer loadings table. The loading factor limit is 0, 5. If the loading factor value > 0.5 then convergent validity is fulfilled, if the loading factor value <0, 5 then the construct must be dropped from the analysis (Ghozali, 2006). The loading factor value in the initial model does not meet convergent validity because there are several indicators that have a loading factor value below 0.5. Modification of the model is carried out three times by processing data by removing the question indicator whose value is less than 0.5.
### Table 2. Outer Loading

| Indicator                      | Variable | Outer Loading |
|-------------------------------|----------|---------------|
| A.2                           |          | .684          |
| A.3                           |          | .76           |
| A.4                           |          | 0.755         |
| **(A) Psychological Capital** |          |               |
| A.5                           |          | 0.685         |
| A.9                           |          | 0.722         |
| A.11                          |          | 0.739         |
| A.21                          |          | 0.741         |
| A.24                          |          | 0.638         |
| B.1                           |          | 0.68          |
| B.2                           |          | 0.71          |
| B.5                           |          | 0.754         |
| B.6                           |          | 0.701         |
| **(B) Employee Engagement**   |          |               |
| B.7                           |          | 0.645         |
| B.8                           |          | 0.713         |
| B.9                           |          | 0.718         |
| B.10                          |          | .776          |
| B.11                          |          | .702          |
| B.14                          |          | 0.622         |
| B.16                          |          | .802          |
| **(C) Organizational Commitments** |      |               |
| C.3                           |          | .804          |
| C.4                           |          | .677          |
| C7                            |          | .854          |
| C.20                          |          | 0.767         |
| **(D) Creativity**            |          |               |
| D.1                           |          | 0.828         |
| D.2                           |          | .889          |
| D.3                           |          | .89           |
| D.4                           |          | .892          |

Source: SmartPLS 3 output, Primary Data processed, 2020

**2.4.1.2. Discriminant Validity**

The model will have good **discriminant validity** if the loading value of each indicator of a latent variable has the greatest loading value compared to other loading values of other latent variables.
Table 3. Cross Loading

|     | A       | B       | C       | D       |
|-----|---------|---------|---------|---------|
| A11 | 0.738592| 0.52046 | 0.433244| 0.519894|
| A2  | 0.684187| 0.34166 | 0.383363| 0.517295|
| A21 | 0.740662| 0.551668| 0.461234| 0.51343 |
| A24 | 0.638085| 0.48344 | 0.456481| 0.409105|
| A3  | 0.760473| 0.401621| 0.35128 | 0.465767|
| A4  | 0.755235| 0.36705 | 0.35128 | 0.465767|
| A5  | 0.684705| 0.357234| 0.35128 | 0.465767|
| A9  | 0.721714| 0.486021| 0.467675| 0.482509|
| B1  | 0.34312 | 0.679879| 0.453165| 0.399588|
| B10 | 0.470489| 0.77569 | 0.594394| 0.572491|
| B11 | 0.531836| 0.702114| 0.513782| 0.504517|
| B14 | 0.484036| 0.62215 | 0.417043| 0.397219|
| B16 | 0.528707| 0.801859| 0.626572| 0.608329|
| B2  | 0.35801 | 0.71011 | 0.468267| 0.363884|
| B5  | 0.449469| 0.754458| 0.505673| 0.492147|
| B6  | 0.39471 | 0.700911| 0.501213| 0.451349|
| B7  | 0.497802| 0.645154| 0.448216| 0.416859|
| B8  | 0.414117| 0.712547| 0.480688| 0.535298|
| B9  | 0.436574| 0.717859| 0.539269| 0.525353|
| C20 | 0.446112| 0.486196| 0.767223| 0.360324|
| C3  | 0.376246| 0.615583| 0.804002| 0.545508|
| C4  | 0.594868| 0.47067 | 0.676918| 0.509437|
| C7  | 0.43225 | 0.622943| 0.853813| 0.564388|
| D1  | 0.54009 | 0.558508| 0.537256| 0.828364|
| D2  | 0.648175| 0.574289| 0.568917| 0.889461|
| D3  | 0.610312| 0.56556 | 0.541284| 0.889914|
| D4  | 0.591123| 0.674514| 0.60894 | 0.891706|

Source: SmartPLS 3 output, Primary Data processed, 2020

Table 3 shows that each latent variable has good discriminant validity in which some latent variables have gauges that are highly correlated with other constructs.

2.4.1.3. Reliability Test

The reliability value of a construct could also be used to see the criteria of validity and reliability. Composite reliability that measures a construct can be evaluated by two kinds of measures, namely internal consistency and Cronbach’s alpha.
Table 4. the value of Composite Reliability and Cronbach's Alpha

|                        | Cronbach's Alpha | Composite Reliability |
|------------------------|------------------|-----------------------|
| Psychology Capital     | 0.866            | 0.894                 |
| Employee Engagement    | 0.903            | 0.919                 |
| Organizational Commitment | 0.781         | 0.859                 |
| Creativity             | 0.898            | 0.929                 |

Source: SmartPLS 3 output, Primary Data processed, 2020

2.4.2. Testing Structural Model (Inner Model)

Testing the inner model or structural model is done to see the relationship between the construct, the significance value and the R-square of the research model.

Table 4. the value of R-Square

|                        | R Square |
|------------------------|----------|
| Employee Engagement    | 0.398    |

Source: SmartPLS 3 output, Primary Data processed, 2020

2.4.2.1. R Square

Value R-square to be used to see the relationship between variables, which is a test for goodness-fit fashion.

It can be concluded that:

1. The Employee Engagement variable is influenced by Psychological Capital by 0.398 or by 39.8%
While the rest influenced by variables other were not investigated further.

2. The variable Organizational Commitment is influenced by employee engagement and psychology capital of 0.509 or 50.9% (strong). While the rest influenced by variables other were not investigated further.

3. Creativity variable is influenced by Organizational Commitment, Employee Engagement and Psychological Capital of 0.516 or 51.6% (strong). While the rest influenced by variables other were not investigated further.

3.2.3. Hypothesis Testing
Significant analysis of hypotheses can be seen from the Path Coefficients table (Direct effect and Indirect effect), if the score of t arithmetic < t tables 1, 96.

### Table 5. Hypothesis Testing of the Path Coefficient (Direct effect)

|                  | Original Sample (O) | Sample Mean | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|------------------|---------------------|-------------|-----------------------------|---------------------------|----------|
| Psychology Capital->Employee Engagement | 0.631              | 0.633       | 0.060                       | 10,492                    | 0.000    |
| Employee Engagement ->Organizational Commitment | 0.714              | 0.714       | 0.049                       | 14,666                    | 0.000    |
| Employee Engagement ->Creativity | 0.448              | 0.457       | 0.094                       | 4,761                     | 0.000    |
| Organizational Commitment ->Creativity | 0.327              | 0.320       | 0.102                       | 3,196                     | 0.001    |

Source: SmartPLS 3 output, Primary Data processed, 2020

### Table 6. Hypothesis Testing of the Path Coefficient (Indirect effect)

|                  | Original Sample (O) | Sample Mean | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|------------------|---------------------|-------------|-----------------------------|---------------------------|----------|
| Psychological Capital Employee Engagement->Organizational Commitment | 0.450              | 0.454       | 0.066                       | 6,676                     | 0.000    |
| Psychological Capital Employee Engagement->Creativity | 0.283              | 0.291       | 0.073                       | 3,891                     | 0.000    |

Source: SmartPLS 3 output, Primary Data processed, 2020
Based on the table above, the conclusion is that:

1. Psychology Capital has a significant and positive effect on employee engagement

Employee Engagement influence significant effect of Organizational Commitment

2. Employee Engagement influence significant influence and positive impact on Creativity

3. Organizational Commitment has a significant and positive effect on creativity

4. Employee engagement is significantly able to be an intermediary between Psychological Capital and Organizational Commitment

5. Employee engagement is significantly able to be an intermediary between Psychology Capital and Creativity

2.4.3. Relationship between Psychology Capital and Employee Engagement

The test results show that the relationship between Psychology Capital (X) and Employee Engagement (Y1) shows a positive and significant value. With a statistical T value of 10.492 greater than 1.96. Hypothesis (H0) is rejected, which means that ASN which has Psychological Capital will create a positive effect on increasing Employee Engagement to the organization. Thus this corresponds to previous research.

2.4.4. Relationship between Employee Engagement and Organizational Commitment

The test results show that the relationship between Employee Engagement (X2) and Organizational Commitment (Y2) shows a positive and significant value. With a statistical T value of 14.666 greater than 1.96. Hypothesis (H0) is rejected which means that ASN which has a strong Employee Engagement will create a positive effect on increasing commitment for the organization. Thus this is in line with previous research.

2.4.5. Relationship between Employee Engagement and Creativity

The test results show that the relationship between Employee Engagement (X2) with Creativity (Y3) shows a positive and significant value. With a statistical T value of 4.761 greater than 1.96. Hypothesis (H0) is rejected, which means that ASN which has a strong Employee Engagement will create the creativity of ASN itself. Thus this is in line with previous research.

2.4.6. Relationship between Organizational Commitment and Creativity Engagement

The test results show that the relationship between Organizational Commitment (X3) and Creativity (Y3) shows a positive and significant value. With a statistical T value of 3.196 greater than 1.96. Hypothesis (H0) is rejected, which means that ASN which has a commitment to the organization will create creativity. Thus this is in line with previous research.

2.4.7. Relationship between Employee Engagement Mediates the Relationship between Psychology Capital and Creativity

The test results showed that the Employee Engagement (X2) is able to mediate the relationship between the capital Psychology (X1) with Creativity (Y3) which show a positive and significant value. With a statistical T value of 6.676, greater than 1.96. Hypothesis (H0) is rejected which means that ASN Psychology Capital can be mediated by Employee Engagement so that it will facilitate the creation of ASN creativity. Thus this is in line with previous research.

2.4.8. Relationship between Employee Engagement Mediates the Relationship between Psychological Capital and Organizational Commitment

The test results show that Employee Engagement (X2) is able to mediate the relationship between Psychological Capital (X1) and Organizational Commitment (Y2) which shows a positive and significant value. With a statistical T value of 3.891 greater than 1.96. Hypothesis (H0) is rejected, which means that ASN Psychology Capital can be mediated by Employee Engagement which makes it easier to create commitment to the organization. Thus this corresponds to previous research.
4. CONCLUSION

This study presents a model that shows that creativity variables can be influenced directly or indirectly by psychological capital variables, employee engagement variables and organizational commitment. So that it can be illustrated that the individual creativity of an ASN is highly dependent on other variables, namely psychological capital variables in which the staffing department must be sensitive to continue to commit to create and develop quality resources especially for ASN psychological capital. Besides that coaching from the leadership of each SKPD cannot be ignored because it is through the coaching of its staff so that it can increase the employee engagement variable and indirectly will create the conditions of the organization that supports the ASN to commit and besides that their creativity.

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