

PROSIDING

8th MANAGEMENT DYNAMIC CONFERENCE

2023

16-17 MARET

| Makassar
| Indonesia



TAS EKONOMI DAN



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About Madic 8 2023

Management Dynamics Conference (MADIC) ke-8 adalah seminar nasional yang diselenggarakan oleh Fakultas Ekonomi dan Bisnis Universitas Hasanuddin bekerja sama dengan Forum Pengelola Jurnal Manajemen (FPJM). Tema seminar “*Penguatan Manajemen UMKM sebagai Motor Penggerak Pemulihan Ekonomi Nasional*”. Konferensi ini bertujuan untuk menghimpun berbagai pandangan dan pengalaman empiris dari para praktisi dan akademisi ekonomi mengenai penguatan UMKM sebagai pilar ekonomi utama serta memberikan solusi untuk tujuan ketahanan keberlanjutan (SDGs) Indonesia. Para akademisi, praktisi, peneliti telah berkontribusi dalam pengembangan penelitian manajemen dengan berpartisipasi dalam MADIC 8.

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Sambutan Dekan Fakultas Ekonomi dan Bisnis Universitas Hasanuddin

Selamat datang di Management Dynamics Conference (MADIC) ke-8 diadakan pada tanggal 16 – 17 maret 20223 di Makassar, Indonesia. Konferensi ini diselenggarakan untuk mempromosikan diskusi antara berbagai pemangku kepentingan tentang, manajemen dan bidang ekonomi. Kali ini, Fakultas Ekonomi dan Bisnis, Universitas Hasanuddin menjadi tuan rumah bekerja sama dengan Forum Pengelola Jurnal Manajemen (FPJM). Melanjutkan tradisi menyatukan penelitian, pembuat kebijakan, akademisi dan berbagai pemangku kepentingan untuk mempresentasikan dan mendiskusikan isu terkini terkait perkembangan ekonomi nasional. Untuk memperkuat pembahasan tentang manajemen, ekonomi dan bidang akuntansi, kami sepakat mengangkat topik konferensi tahun ini berjudul “*Penguatan Manajemen UMKM sebagai Motor Penggerak Pemulihan Ekonomi Nasional*”. Untuk memberikan informasi terbaru mengenai topik kepada pembaca dan peserta, kami ingin menyampaikan apresiasi dan terima kasih kepada 3 narasumber dihadirkan dalam acara ini yaitu M. Fankar Umran CEO BRI Insurane, Causa Iman Karana Kepala Perwakilan Bank Indonesia Provinsi Sulawesi Selatan, dan Darwisman Kepala OJK Regional Sulampapua atas wawasan dan dukungan mereka selama konferensi. Kami berharap acara ini sangat mendorong diskusi tentang peningkatan kualitas UMKM di Indonesia. Selain itu kami ingin menyampaikan terima kasih dan dukungan kami kepada

Terakhir, kami ingin mengucapkan terima kasih sekali lagi atas kontribusi dan kerja sama yang sangat baik di antara kami para peserta konferensi. Selain itu, kami mengucapkan terima kasih atas kerjasama semua pihak panitia dalam menyelenggarakan konferensi. Kami berharap dapat bekerja sama dengan semua pemangku kepentingan yang terlibat dalam acara ini. Kami berharap proses ini akan menyediakan berbagai manuskrip unggulan yang dapat memberikan kontribusi besar dalam bidang ekonomi, manajemen dan akuntansi.

Prof.Dr.Abd. Rahman Kadir, M.Si., CIPM
Dekan Fakultas Ekonomi dan Bisnis
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Sambutan Ketua panitia Management Dynamic Conference ke - 8

Saya sangat senang bahwa acara Management Dynamic Conference ke-8 dengan tema "Penguatan Manajemen UMKM sebagai Motor Penggerak Pemulihan Ekonomi Nasional" telah terlaksana dengan sukses. Semoga acara ini memberikan banyak manfaat dan inspirasi bagi semua peserta yang hadir.

Saya ingin mengucapkan selamat dan mengapresiasi seluruh panitia yang telah bekerja keras dan dedikasi tinggi dalam menyelenggarakan acara ini. Tanpa upaya mereka, acara ini tidak akan mungkin terwujud. Terima kasih atas kerja keras dan komitmen yang telah diberikan.

Selain itu, saya juga ingin mengucapkan terima kasih kepada narasumber yang telah berbagi pengetahuan dan pengalaman mereka dalam mendukung penguatan manajemen UMKM. Kontribusi mereka sangat berharga dan saya berharap peserta dapat mengambil manfaat yang besar dari presentasi dan diskusi yang telah dilakukan.

Saya berharap bahwa acara ini menjadi awal dari langkah-langkah konkret dalam memperkuat sektor UMKM sebagai motor penggerak pemulihan ekonomi nasional. Mari kita terus bekerja sama, berinovasi, dan berkolaborasi dalam mendukung pertumbuhan UMKM dan memajukan ekonomi kita.

Terima kasih kepada semua yang telah berpartisipasi dalam acara ini, termasuk peserta, narasumber, dan semua pihak yang telah memberikan dukungan. Semoga kita dapat melanjutkan semangat dan energi positif ini untuk memperkuat sektor UMKM dan membangun ekonomi yang lebih kuat.

Sekali lagi, selamat atas kesuksesan acara Management Dynamic Conference ke-8. Semoga langkah-langkah yang dihasilkan dari acara ini dapat memberikan dampak yang positif bagi penguatan manajemen UMKM dan pemulihan ekonomi nasional.

Insany Fitri Nurqamar, S.E.,M.M.

Ketua panitia Management Dynamic Conference ke - 8
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**PSYCHOLOGICAL CAPITAL'S IMPACT ON EMPLOYEES
INNOVATIVE BEHAVIOR WITH JOB SATISFACTION AS A
MEDIATING VARIABLE.**

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Abstract

The purpose of this study was to test the influence of psychological capital on the employees' innovative behavior with job satisfaction as a mediating variable. The sample in this study was 59 employees of the Tegal Regency Regional Revenue and Management Agency using the saturated sample technique. Data analysis and hypothesis testing using the Structural Equation-Partial Least Squares (SEM-PLS) method with the SmartPLS 3 analysis tool. The results of this study show that directly psychological capital and job satisfaction have an effect on innovative behavior. Psychological capital has an effect on job satisfaction. Similarly, job satisfaction can indirectly mediate the influence of psychological capital on employees' innovative behavior. Suggestions for future researchers should be able to develop other mediating variables such as transformational leadership and learning motivation.

Keywords: *Psychological capital, Innovative behavior, Job Satisfaction.*

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh modal psikologis terhadap perilaku inovatif karyawan, dengan kepuasan kerja sebagai variabel mediasi. Sampel dalam penelitian ini adalah 59 karyawan di Badan Pendapatan Daerah dan Manajemen Kabupaten Tegal menggunakan teknik sampel jenuh. Analisis data dan pengujian hipotesis menggunakan metode Structural Equation-Partial Least Squares (SEM-PLS) dengan alat analisis SmartPLS 3. Hasil penelitian ini menunjukkan bahwa secara langsung, modal psikologis dan kepuasan kerja memiliki pengaruh terhadap perilaku inovatif. Modal psikologis memiliki pengaruh terhadap kepuasan kerja. Demikian pula, kepuasan kerja dapat secara tidak langsung menjadi mediasi pengaruh modal psikologis terhadap perilaku inovatif karyawan. Saran untuk peneliti di masa depan adalah dapat mengembangkan variabel mediasi lain seperti kepemimpinan transformasional dan motivasi belajar.

Kata Kunci: *Modal psikologis, Perilaku inovatif, Kepuasan kerja*

1. Introduction

As globalization evolves and rapid technological advances, companies today must be prepared for ever-changing competition. One of the things that makes the company able to survive and continue to develop until it becomes the best can be seen in terms of the performance of Human Resources (HR). Every company needs to think of ways to improve and

develop Human Resources performance in order to improve innovative behaviors and drive organizational progress and sustainability (Kim, Hyung, Newman, Ferris & Perrewe, 2019).

Innovative behavior is the overall ability and attitude of the members of the organization in the process of seeking interesting innovations and developing creativity, resulting in new useful products or services (Tang, Shao, Chen, 2019). Employees with innovative behaviors have long-term effects that can drive the company to a competitive advantage. Alshebami (2021) revealed that companies that can survive and continue to operate effectively in the long term always strive to make continuous improvements and developments in products and services. Innovative behavior can be a driver for employees by creating and exploring new thoughts so that they are able to compete in the

market as a form of output (Hrnjic *et al.*, 2018). The awakening of innovative behavior is influenced by various factors, one of which is psychological capital (Sameer, 2018).

Psychological capital is believed to be able to improve the ability of individuals to overcome various problems such as lack of confidence in employees, especially in facing new challenges (Tang *et al.*, 2019). Alshebami (2021) revealed that companies that want to innovate and offer new products or services need to work with positive psychological capital that employees have. This is in line with the research of Tang *et al.*, (2019); and Sameer (2018) found that employee psychological capital positively affects employees' innovative behaviors. However, the results of a study by Moegni (2012) found that psychological capital has no positive effect on the innovative behavior of employees. Psychological capital can be stronger in building innovative employee behaviors if supported by the contribution of job satisfaction (Yousef, 2016; Hrnjic *et al.*, 2018; Alshebami, 2021)

Job satisfaction can influence the emergence of innovative behaviors of employees (Hrnjic *et al.*, 2018). Work satisfaction is described in the feelings and attitudes of employees regarding tasks at work including the type of work, compensation, relationships with colleagues, social relations in the workplace and so on (Ikhtiar and Pratiwi, 2016). Companies need to provide satisfaction for employees in the form of salaries, promotions, and facilities that can support employees to work professionally so that it is possible to think innovatively (Robbins, 2015). Satisfied individuals will provide better products and services for the organization (Alshebami, 2021). The results of previous studies revealed that work satisfaction has a positive effect on innovative behavior (Dahri & Aqil, 2018; Widyantari & Cipto, 2021). In contrast to the results of Bysted's research, (2013); and Tarigh (2016) showed that job satisfaction has no effect on employees' innovative behavior.

There are inconsistencies in the findings of several previous studies, psychological capital testing on innovative behaviors will be successfully built if supported by job satisfaction and organizational commitment (Tang *et al.*, 2019; and Alshebami, 2021). Job satisfaction and organizational commitment are expressed as being able to play a mediating role to support the relationship of psychological capital to innovative behaviors with various advantages such as encouraging work productivity and increasing employee loyalty (Yousef, 2016; Tang *et al.*, 2019; Huynh & Hua, 2020; Alshebami, 2021).

Job satisfaction can support the relationship of psychological capital on innovative behavior with a feeling of pleasure over something obtained and be able to positively shape employee innovative behavior so that employee performance is superior (Alshetri, 2013). Meanwhile, organizational governance can support the relationship of psychological capital to innovative behaviors of employees with high devotion and loyalty to the company able to express innovative behaviors in working to support the interests and goals of the company (Tang *et al.*, 2019)

Research on employees of the Regional Management and Revenue Agency of Tegal Regency is a government agency in the field of public services in seeking regional income through local taxes and regional levies. Based on an initial interview with the Head of the General Personnel Section, it provides information that there is a problem regarding the application of innovative behaviors experienced by employees. Seeing the

development of technology and the current high level of competition, the company has not yet started and developed new breakthrough innovations to adapt to future challenges. This can be seen from several community complaints expressed by the Head of the General Personnel Section during the interview regarding community services that have not been maximized. One of them is the ease of paying local taxes that have not been improved. This means that there is a need for new innovations by utilizing technology to improve the convenience and quality of company services, so that the process of achieving regional revenue realization targets as a company goal can be met.

The efforts made by the Regional Revenue Management Agency to combat the innovative behavior of employees were revealed by the Regional Secretary of Tegal Regency (2021) including; (1) providing trainings such as digital learning to shape creativity and increase new innovations (2) providing appreciation in the form of praise and rewards for employees who have the right to do so. In providing ease of service to the community related to the payment of land and building taxes, the Tegal Regency Regional Management and Revenue Agency presents the Tegal Regency e-PBB android application on the playstore, this was revealed by the Regional Secretary of Tegal Regency, Widodo Joko Mulyono (2020) on the socialization of the e-PBB application.

The above efforts have not shown the results of building innovative behavior of employees of the Tegal Regency Regional Opinion Management Agency. The purpose of this study is to test the influence of psychological capital on the innovative behavior of employees with satisfaction as a mediation variable, as well as researchers interested in studying more deeply related to the concept of innovative employee behavior that can be influenced by psychological capital with job satisfaction as a mediation variable.

2. Literature Review and Hypothesis Development

Innovative Employee Behavior

Employee innovative behavior is a process that individuals carry out including new opportunities and ideas, including behavior in implementing and implementing those ideas to achieve an improvement in individual performance (Youssef & Luthans, 2015). There are 3 variable indicators of

employee innovative behavior used in this research, including; creating Ideas, promoting ideas and realizing ideas (Janssen, 2000).

Psychological Capital

Psychological capital is a development of a positive psychological state of the individual that has the characteristics, beliefs and ability to seek to solve challenges in a job (Luthans & Youssef, 2017). There are 4 indicators of psychological capital used in this study including; self-efficacy, optimism, hope, and resilience (Luthans & Youssef, 2007).

Job Satisfaction

Job satisfaction is a positive feeling or pleasant employee emotion towards the work done on the fulfillment of the employee's needs obtained, thus causing a sense of job satisfaction that has an impact on employee performance (Robbins, 2015). There are

5 indicators of job satisfaction used in this study, namely; the job itself, salary, promotion, supervision, and colleagues (Robbin & Judge, 2009).

The relationship between variables in the study can be explained as follows.

The Effect of Psychological Capital on Employees' Innovative Behavior

Innovative behavior of employees in the workplace can be a support in employee productivity and performance by realizing the factors that influence them, one of which is psychological capital (Tang *et al.*, 2019). Components in psychological capital such as, self-efficacy, optimism, hope, and resilience are considered to encourage the formation of innovative employee behaviors (Youssef & Luthans, 2015).

Employees are required to have a high psychological capital attitude in working with the hope of creating various innovative ideas in the form of products or services that are in accordance with market demand, through good psychological capital able to help employees work, so that innovations can be produced in accordance with the desired goals (Murdiastuti *et al.*, 2021). There are previous studies that have shown that psychological capital has a positive effect on employees' innovative behavior (Sameer, 2018; Murdiastuti *et al.*, 2021; and Alshebami, 2021). Based on the linkage of these variables, the hypothesis proposed in this study:

H1: Psychological Capital positively affects employees' innovative behavior

The Effect of Job Satisfaction on Employees' Innovative Behavior

Job satisfaction is described as a positive feeling at his job or the degree to which the employee likes his job (Robbins, 2012). Employees who have job satisfaction will like their work and encourage the emergence of innovative behaviors (Widyantari & Cipto, 2021). Job satisfaction can increase innovative behavior if all the factors that affect job satisfaction have been met, these factors can be in the form of salaries, promotions, better working conditions, and others (Yousef, 2016).

The establishment of employee job satisfaction needs to be done to improve innovative behavior in order to create a change for the company in a better future (Hrnjic *et al.*, 2018). Karyawan who is satisfied with his work can motivate the establishment of innovative behaviors for the success of the company (Murdiastuti *et al.*, 2021). Several previous studies have found that job satisfaction has a positive effect on employees' innovative behavior (Hrnjic *et al.*, 2018; Tang *et al.*, 2019); Widyantari & Cipto, 2021). Thus, based on the interrelation of these variables, the hypotheses proposed in this study:

H2: Job Satisfaction has a positive effect on employees' innovative behavior

The Effect of Psychological Capital on Job Satisfaction

Psychological capital has an important role that can predict employee attitudes and employee behavior, thereby improving organizational effectiveness and performance (Huynh & Hua, 2020). In improving organizational performance, it is necessary to consider the existence of motivations that can affect the psychological capital of employees so that job satisfaction increases (Tarigh, 2016). Optimism is one of the characteristics of psychological capital that is able to give rise to a sense of positive confidence, so that employees with high optimism will find more pleasure in their work and as a result job satisfaction will increase (Youssef & Luthans, 2007). Employees who have psychological capital feel that their work is pleasant and gives meaning to themselves, this leads to a higher level of job satisfaction (Tang *et al.*, 2019).

Employees who have high psychological capital are also satisfied with their colleagues and work (Ikhtiar and Pratiwi, 2016). High job satisfaction can occur when expectations accompanied by optimism and self-confidence are applied in doing work and resilience to respond well to any failure experienced by employees (Youssef & Luthans, 2007). If employees apply positive attitudes from psychological capital will have an impact on job satisfaction Alshebami (2021), the statement supports research conducted by Huynh & Hua (2020) that psychological capital has a positive influence on job satisfaction. Based on the linkage of these variables, the hypothesis proposed in this study:

H3: Psychological Capital has a positive effect on Job Satisfaction

The Effect of Psychological Capital on Employees' Innovative Behavior through Job Satisfaction as Mediation

In business competition, companies need to have Human Resources (HR) capabilities with innovative behaviors that can help produce new innovations so that companies are able to compete and be ready to face new challenges in the future. Innovative Behavior with its role is able to improve the performance of more qualified employees (Sameer, 2018). To be able to improve this performance, there needs to be encouragement so that employees can be motivated to be enthusiastic at work, these factors are psychological capital and job satisfaction (Alshebami, 2021). Psychological capital owned by employees can be a support in work and able to influence innovative behavior (Sameer, 2018). The existence of psychological capital will develop and improve the quality of superior employee performance (Huynh & Hua, 2020). High psychological capital will trigger pleasure and satisfaction at work and consequently increase innovative behavior of employees so as to provide positive work results (Murdiastuti *et al.*, 2021).

Research conducted by Alshebami (2021) reveals that innovative employee behavior will be built if job satisfaction can be met. Employees who are satisfied with their work and have positive beliefs in the company, are most likely to be in a favorable situation that has an impact on the emergence of innovative behaviors (Ampofo, 2020). This is in line with previous research by Murdiastuti *et al.*, (2021) which states that job satisfaction is able to influence the relationship of psychological capital on the innovative behavior of employees. Based on previous research shows that some antecedents that have an effect on employees' innovative behavior mediated by job satisfaction (Huynh & Hua, 2020; Alshebami, 2021) . Thus, based on the interrelation of these variables, the hypotheses proposed in this study:

H4: Job satisfaction can mediate the influence of psychological capital on an employee's innovative behavior.

Based on the description of the interrelationship of these variables, a frame of mind can be built as in Figure 1 as follows.

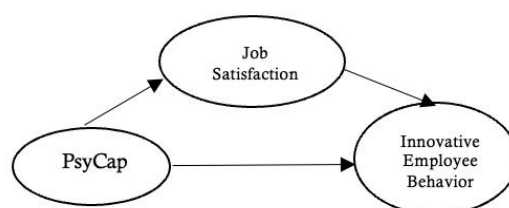


Figure 1. Framework

3. Research Methods

This type of research is descriptive research using quantitative approach methods. Data analysis techniques in the study used *Structural Equation Modelling-Partial Least Square* (SEM-PLS) with SmartPLS 3.

Population and Sample

The population of this study was all employees of the Tegal Regency Blood Management and Revenue Agency totaling 67 employees with sampling techniques using the saturated sample method. Based on questionnaire data that is feasible to process, the sample in this study was 59 employees.

Measurement (Measurement)

The measurement scale in this study used a likert scale with a score of 1-5. Indicators of employee activity in this study include; creating ideas (*idea generation*), promoting ideas (*idea promotion*), and realizing ideas (*idea realization*) by Janssen (2000) which is measured using 9 statement items.

Thepsychological indicators in this study include; *self-efficacy*, optimism, hope and resilience by Youssef & Luthans (2007) measured using 10 statement items.

The indicators of work satisfaction in this study are; the work itself, salary, promotion, supervision and co-workers by Robbins (2008) measured using 13 statement items.

4. Results and Discussion

The analysis in this study used descriptive analysis and SEM-PLS analysis with *the Smart PLS 3* analysis tool.

Respondent Descriptive Analysis

Analysis of respondents by sex in this study was dominated by the male sex which amounted to 40 with a percentage of 68%. The analysis of respondents based on age in this study was dominated by the age range of >45 years which amounted to 28 people with a percentage of 47%. The analysis of respondents based on work units in this study was dominated by the Billing, Objections and Receivables Manager Sector which amounted to 15 people with a percentage of 25.4%. The respondents' analysis based on length of service was completed by employees with >10 years totaling 22 people with a percentage of 37%.

Descriptive Analysis of Research Variables

Descriptive analysis of the variables of this study uses index values to describe respondents' perceptions of the questionnaire statements given, Table 1 below is the result of a descriptive analysis of the variables of this study.

Table 1. Descriptive Analysis of Research Variables

Variable	Index Value
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		Category
Innovative Behavior	78,23%	Tall
Psychological Capital	75,19%	Tall
Job Satisfaction	78,98%	Tall

Table 1. shows that all variables of this study belong to the high category. This means that companies need to maintain and even improve innovative behaviors in employees to achieve future success.

Convergent Validity Test

Convergent validity testing in this study can be seen in the *outer loading* value of >0.60 and can also be seen in the AVE value of <0.50 contained in Table 2 and Figure 1 following is the PLS Alogaritm Model which shows the results of construct measurements.

Table 2. Ave Value

Variable	Ave Value	Ave Root Value
Innovative Behavior	0,528	0,726
Psychological Capital	0,582	0,722
Job Satisfaction	0,521	0,763

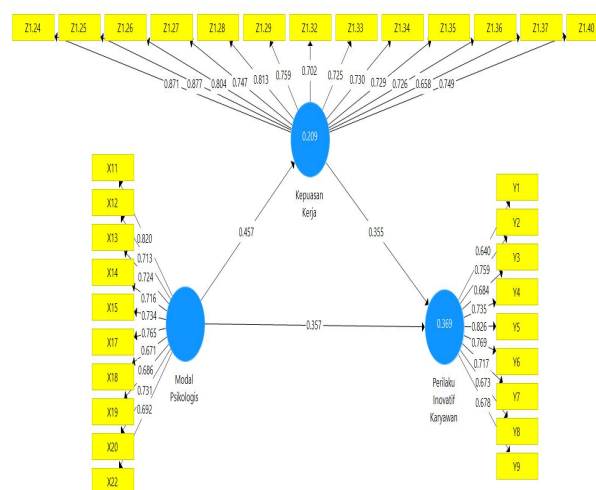


Figure 2. Model Algoritma PLS

Based on the results of convergent validity testing obtained an *outer loading* value of >0.60 and an AVE value of > 0.5 , it can be explained that from the initial number of 40 items processed, there are 32 items that meet convergent validity.

Discriminant Validity Test

The discriminant validity test is seen in the *cross loading factor* which shows that the indicator value of each construct must be greater than the indicators on other constructs and can also be seen in the *Fornell Larckel Criterion* test, namely the comparison of the *AVE (Average Variance Extracted)* square root value on the construct must be greater than the correlation between the construct and other constructs . Table 3. here is the result of *cross loading* values and Table 4. related *Fornell Larckel Criterion*.

Tabel 3. Cross Loading Value

Constructs	Y	X	Z1	Ket
Y.1	0,640	0,417	0,480	0,640
Y.2	0,759	0,276	0,472	0,759
Y.3	0,684	0,172	0,471	0,684
Y.4	0,735	0,315	0,259	0,735
Y.5	0,826	0,322	0,343	0,826
Y.6	0,769	0,397	0,488	0,769
Y.8	0,717	0,527	0,218	0,717
Y.9	0,673	0,416	0,228	0,673
X.11	0,678	0,431	0,312	0,678
X.12	0,504	0,820	0,353	0,504
X.13	0,352	0,713	0,330	0,352
X.14	0,405	0,724	0,321	0,405
X.15	0,240	0,716	0,339	0,240
X.17	0,348	0,734	0,379	0,348
X.18	0,249	0,765	0,258	0,249
X.19	0,231	0,671	0,282	0,231
X.20	0,293	0,686	0,313	0,293
X.22	0,417	0,731	0,275	0,417
Z1.24	0,377	0,692	0,418	0,377
Z1.25	0,441	0,438	0,871	0,441
Z1.26	0,429	0,452	0,877	0,429
Z1.27	0,375	0,371	0,804	0,375
Z1.28	0,525	0,301	0,747	0,525
Z1.29	0,613	0,425	0,813	0,613
Z1.32	0,484	0,350	0,759	0,484
Z1.33	0,276	0,164	0,702	0,276
Z1.34	0,365	0,348	0,725	0,365
Z1.35	0,235	0,379	0,730	0,235
Z1.36	0,359	0,334	0,729	0,359
Z1.37	0,353	0,381	0,726	0,353
Z1.40	0,359	0,238	0,658	0,359

Table 4. Fornell Larckel Croterition

Constructs	X	Y	Z1
X	7,22		
Y	0,480	0,726	
Z1	0,456	0,543	0,763

Reliability Test

The reliability test of this study looked at the *composite reliability* value and *the*

value of Cronbach's alpha more than 0.70. The results of reliability testing in this study are in Table 5. which indicates that all variables have a *composite reliability* value and *Cronbach's Alpha* value >0.70. This means that the variables of this study are reliable and consistent.

Table 5. Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Ket
X	0,918	0,901	Reliable
Y	0,947	0,940	Reliable
Z1	0,907	0,884	Reliable

Coefficient of Determination (*R-Square*)

The result of the value of the coefficient of determination of job satisfaction is 20.9%, and the value of the coefficient of determination of innovative behavior is 36.9%. So it can be concluded that 20.9% of variations in job satisfaction values can be explained by psychological capital, the remaining 79.1% is defined by other variables outside the analysis model. Also, 36.9% of variations in the value of innovative behavior of employees are able to be explained by psychological capital and job satisfaction and the remaining 63.1% is defined by variables outside this analysis model.

Hypothesis Test

Testing the hypothesis of this study is based on looking at the original value of *the sample* and *t-statistics*. The hypothesis can be said to be significant if *the t-statistic* is greater than 1.96 with a degree of significance (5%). The results of the test directly there are pthere table 6 below.

Table 6. Result of Direct Effect Hypothesis Testing

Variabel	Original Sampel	t-static	P-Value	Ket
X→Y	0,357	2,300	0,011	Significant Positives
Z1→Y	0,355	2,622	0,005	Significant Positives
X→Z1	0,457	4,727	0,000	Significant Positives

Based on the results of obtaining the *original sample* value of 0.3 57 and the *t-statistical* value of 2.300 >1.96. Thus, the **first hypothesis** that states that psychological capital has a positive effect on the innovative behavior of employees **is accepted**. This shows that the higher the psychological capital attitude that is well implemented, the more innovative employee behavior will be created.

Based on the *original sample* value obtained, it was 0.355 and the *t-statistical* value was 2.622 >1.96. It can be interpreted, the **second hypothesis** that states that job satisfaction has a positive effect on the innovative behavior of employees **is accepted**. This means that the higher the job satisfaction provided, the more it will encourage employees to behave innovatively.

Based on the results of the *original sample* value of 0.457 and the *t-statistical* value

of 4.727 > 1.96. Thus, **the third hypothesis** yang states that psychological capital has a positive effect on job satisfaction **in acceptance**. That is, the higher the psychological capital attitude applied, it will affect the high level of job satisfaction.

The results of indirect hypothesis testing (mediation) are found in Table 7 below.

Table 7. Hypothesis Testing Specific Direct Effect

Variable	Original Sample	T-Statistics	p-value	Desc
X→Z1→Y	0,162	2,030	0,021	Significantly Mediating

Based on the results of obtaining the *original sample* value of 0.1 62 and the *t-statistical* value of 2.0 30 > 1.96. Thus, the **keempat** hypothesis that job satisfaction can mediate the influence of psychological capital on the innovative behavior of employees **is accepted**. These results show that job satisfaction has indirectly proven to be able to play a role in mediating psychological capital relationships in employees' innovative behaviors. This result explains that in addition to psychological capital factors, the contribution of job satisfaction further improves the process of forming innovative behavior of employees.

The Effect of Psychological Capital on Employees' Innovative Behavior

The results of testing the first hypothesis stating that psychological capital has a positive effect on the innovative behavior of employees **are accepted**. These results show that psychological capital can contribute to the improvement of employee innovative behavior seen in the highest average index value, namely the optimism indicator, where employees have hope that the work completed can provide benefits and success for the company and believe that the resulting solution can get the job done. In the hope indicator, employees apply the completion of work on time, while in the self-efficacy indicator, employees have the ability to contribute to the work given and dare to represent the work unit as a delegate in every meeting. While the resilience indicator is considered to still need to be improved, this is seen in the average index value of 68.98%, namely morale and the ability of employees to overcome their own problems in facing new challenges is not optimal.

The results of this study are in line with previous studies that revealed that psychological capital has a positive effect on employees' innovative behavior (Sameer 2018; Alshebami 2021; and Murdiastuti *et al.*, 2021). Employees with great self-efficacy, optimism, hope, and resilience tend to work more effectively and produce innovative behaviors so as to create an idea in the form of new effective work methods to help complete work.

The Effect of Job Satisfaction on Employees' Innovative Behavior

The results of testing the second hypothesis stating that job satisfaction has a positive effect on the innovative behavior of employees **are accepted**. These results show that the role of job satisfaction can increase the formation of innovative employee behavior which can be seen in the highest average index value, namely the supervision indicator, where employees have communication with superiors and the presence of assistance and instructions by superiors in every work activity. On the indicator of

colleagues, employees have a good relationship with colleagues so that in difficult work can be quickly overcome together. On the indicators of the work itself, employees feel that the duties and responsibilities given are in accordance with their abilities. Meanwhile, in the promotion indicators, the company has provided career development opportunities for anyone so as to motivate employees to develop. However, the salary indicator is considered to still need improvement, this is seen in the average index value of 76.27%, namely the provision of salaries, bonuses and other awards that are not in accordance with the target work, competence and responsibility of employees.

The results of this study corroborate previous research that found that job satisfaction had a positive and significant effect on employees' innovative behavior (Hrnjic *et al.*, 2018; Tang *et al.*, (2019); and Widyantari & Cipto (2021). Satisfied employees tend to have better productivity and performance results, one of which is by behaving innovatively. Job satisfaction obtained by employees has an important role in making the intention to stay

longer and remain loyal to the responsibilities given and direct behavior positively which ultimately affects the level of superior performance and achieves the desired welfare so as to encourage employees to think innovatively and strive to realize in the process of real work.

The Effect of Psychological Capital on Job Satisfaction

The results of testing the fourth hypothesis that states that psychological capital has a positive influence on job satisfaction **are accepted**. These results show that the role of psychological capital can contribute to increasing employee job satisfaction which is seen in the highest average index value, namely optimism indicators, where employees have the goal that the work completed can provide benefits and success for the company and believe that the resulting solution can help solve a problem. On the indicator of expectations (*hope*), employees have implemented the timely completion of work. Meanwhile, in the self-efficacy indicator, employees have the ability to contribute to the work given and dare to represent the work unit as delegates in every meeting / meeting. However, the resilience indicator is considered to still need improvement efforts, this is seen in the average index value of 68.98%, namely morale and the ability to solve problems themselves in facing new challenges that are not optimal.

The results of this study are in line with previous studies that revealed that psychological capital has a positive and significant effect on job satisfaction (Ikhtiangung and Pratiwi 2016; and Huynh & Hua 2020). The research explains that a positive attitude can increase abilities and responsibilities so that it can facilitate employees in achieving job success.

The Effect of Psychological Capital on Innovative Employee Behavior with Job Satisfaction as Mediation

Testing the sixth hypothesis stating that job satisfaction can mediate the influence of psychological capital on the innovative behavior of employees **is accepted**. This result is seen in the direct relationship of psychological capital has a positive and significant effect on the innovative behavior of employees, this reinforces that the contribution of job satisfaction is found to mediate part of the relationship of psychological capital to the innovative behavior of employees.

The contribution of job satisfaction can encourage psychological capital relationships in shaping employee innovative behaviors which is seen in the highest average index value, namely supervisory indicators, where employees have a good relationship with superiors through established communication, direction, assistance and instructions by superiors to help complete work more effectively. On the indicator of colleagues, employees have a good relationship with colleagues so that in difficult work can be quickly overcome together. On the indicators of the work itself, employees feel that the duties and responsibilities given are in accordance with their abilities. Meanwhile, in the promotion indicators, the company has provided career development opportunities for anyone so as to motivate employees to develop. Meanwhile, the salary indicator is considered to still need an increase, this is seen in the average value of the index of 76.27%, namely the provision of wages, bonuses and awards received by employees not in accordance with the job targets, competencies and responsibilities of employees.

The results of this study are in line with previous research conducted by Alshebami (2021), finding that job satisfaction can mediate the influence of psychological capital relationships on innovative employee behavior. The formation of employee psychological capital at work shows that there is high job satisfaction provided by the company. in the form of adequate wages, bonuses, career development opportunities and supporting facilities in employment. The job satisfaction obtained motivates employees to continue to work with more enthusiasm and courage to face new challenges when completing a job, especially in the field of community tax services.

5. Conclusion and Suggestion

A. Conclusion

Based on the results of research and discussion, it can be concluded that psychological capital has an effect on the innovative behavior of employees. That is, the better the psychological capital applied, the more innovative behavior of employees will be formed. Job satisfaction has an effect on the innovative behavior of employees. This means that job satisfaction that is increasingly felt, it will further encourage employees to behave innovatively. Psychological capital has an effect on job satisfaction. That is, the better the psychological capital applied, it will affect the perceived job satisfaction. Satisfaction has been shown to mediate the influence of psychological capital on employees' innovative behavior. That is, the job satisfaction variable has various advantages or roles, both as predictor variables and mediating variables.

B. Suggestion

Based on the contribution or contribution of research variables seen in the remaining contribution from the *R-Square* results of 62.5% shows that there are other variables that were not studied in this study, but contributed to the innovative behavior of employees, so future researchers should be able to add transformational leadership variables and learning motivation. This is in line with previous research recommendations that revealed that transformational leadership variables and learning motivation can encourage the creation of innovative employee behaviors (Afsar & Umrani, 2020).

Its oriented towards government companies, so future researchers should be able

to increase the number of samples on different objects, so that this concept can be generalized. This recommendation is in line with previous research that revealed that psychological capital has an effect on the innovative behavior of employees of manufacturing companies (Tang *et al.*, 2019; Alshebami, 2021)

Regarding psychological capital variables, especially in work resilience, company leaders need to increase employee morale by not getting bored to give awards in the form of praise for their work. For the variable of work satisfaction, especially on salary (wages), the company leadership needs to provide bonuses in the form of providing office facilities that can support the completion of work.

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**WORK ENVIRONMENT AND MOTIVATION'S IMPACT ON
EMPLOYEE PERFORMANCE IN UPT WASTE
MANAGEMENT AREA IV CIAMPEA.**

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Abstract