

EXPLORATING THE ESSENTIALS OF JOB ATTITUDES' AND PSYCHOLOGICAL CAPITAL FOR THEIR HEALTH PROFESSIONALS' PERFORMANCE IN PUBLIC SECTOR HOSPITALS

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Abstract

The concept of job attitudes and psychological capital, their role in performance in the context of hospital organizations is very important. There is still a dearth of research developing the model in its entirety. The purpose of this research is to develop a model of the essentials of job attitudes and psychological capital on the performance of health professionals in the context of hospital organizations and to try to develop a model empirical research. Various approaches and tools are used in the framework, which presents a review that provides high-level views and various perspectives and interactions from the essence of job attitudes' and psychological capital constructs in other workplaces starting with a review of the concept of job attitudes' and psychological capital construction in the context of hospital organizations. , then its role on the performance of Health Professionals. The results of this study developed a model, the essentials of job attitudes and psychological capital on the performance of health professionals in the context of hospital organizations and an empirical research model. Organizations can influence work performance on organizational mechanisms, and individual mechanisms to achieve effective and efficient transformation and improvement of health professionals' performance.

Keywords: *Essentials of Job Attitudes, Psychological Capital. Job Performance, Health Professionals.*

INTRODUCTION

The hospital sector and more broadly the public health service sector as labour-intensive organizations involve many human resources facing various pressures to be able to manage and improve the performance of their human resources in providing services, Health professional performance is an indicator of high health performance and will accompany the best health services hospital organizations (Asiamah, 2017). Evaluation of health professional's performance has focused scientific research interest in recent decades as a basis for improving the quality of health services (Yanez-Araque., 2021). The goal of a human resource management system in the health sector is to encourage high performance levels of individuals and teams (Fried and Footler 2015) and the ultimate goal of performance management, in hospitals, is to optimize work quality and efficiency in the health system (Kumar et al., 2011). Individual performance as a measurable individual behavior that is relevant to organizational goals and a core concept from work and organizational psychology that has relevance to outcomes (Sonnetag and Frese 2002). Individual performance is a core concept in work and organizational psychology and the high relevance of individual performance is-reflected in research on organizational psychology and individual performance as an outcome measure or dependent variable (Sonnetag and Frese. 2002). Job performance is formal defined as the value of a set of employee behaviors that contribute, either positively or negatively, to the achievement of organizational goals. (Colquitt et al. 2021).

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To improve job performance, interventions level at the macro, meso, and micro levels (Krijgsheld et al., 2022). Based on a literature synthesis of more than 90 studies published in +70 journals, Krijgsheld et al., (2022) concluded that job performance in the health sector, can be conceptualized into four dimensions: task performance, contextual, adaptive, and counterproductive work behavior. To change and improve the performance of health professionals, it is important to determine what the essential antecedents of job performance, which can be used as a basis for research on job performance, health professionals in the context of hospital organizations. Leadership and commitment are the two main drivers of job performance health Professionals and the "recipe" for achieving a good level of performance consists of a combination of leadership, commitment, and a good work environment (Yanez-Araque et al., 2021). Job performance positively correlated with organizational commitment, job satisfaction and personal and professional variables. Job satisfaction and organizational commitment are strong predictors of nurse performance (Al-Ahmadi, 2009). The components of individual performance are individual abilities, effort expended, and organizational support (Mathis et al., 2017).

Job' is an individual evaluation of all kinds of object attitudes, there are many possibilities when work-related attitudes are considered (Sessa and Bowling, 2020). Thus the relationship between essential job attitudes and individual performance of Health Professionals needs to be tested such as perceived organizational support, organizational commitment, and employee engagement. Furthermore, there is a certain consensus in the literature about how these constructs interact and what can influence and strengthen them. psychological capital construction and the essence of Job attitudes' health Professionals in the Workplace focuses on perceived organizational support (such as social and economic support), organizational identification, job involvement, workplace commitment, job engagement, job satisfaction, employee involvement, and related job attitudes team. Job' is known as one of the most influential research fields in organizational psychology (Judge, and Kammeyer-Mueller, 2012). Most of the literature proves the importance of job attitudes' in improving individual performance within the organization. Sessa and Bowling, (2020) some important job attitudes' such as organizational commitment, employee engagement and perceived organizational support and organizational industrial psychologists are very concerned about these job attitudes', because they are inherently valuable, provide diagnostic information, effective interventions and as main causes of organizational outcomes.

Organizations need workers who are psychological attached to their jobs, both now and in the future (Bakker, et al, 2011). As work contexts change, it is important that we continue to study how psychological capital engagement as an approach to positive organizational behavior.

The term positive organizational behavior define Luthans (2011), as the study and application of positively oriented human resource strengths and psychological capacities that can be measure, develop and managed effectively for increased performance in the workplace. Psychological capital is the positive psychological state of individuals, having four components such as self-efficacy, optimism, hope, and resilience (Luthans 2011).

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Significant relationship between psychological capital and job satisfaction and organizational commitment (Larson, and Luthans, 2006). Job satisfaction and psychological capital play an important role in employee organizational commitment and understanding the theory of psychological capital, job satisfaction and organizational commitment in developing countries provides more knowledge about employee behavior management (Huynh, and Hua, 2020). The relationship between psychological capital and employees' job attitudes mediated by work-life balance (Parray et al 2022). Exploration of job performance, health professionals is in the context of health organizations such as hospitals involving job attitudes' and psychological capital owned by health professionals, because they can affect job performance both positively and negatively. This research examines several job attitudes' essential variables associated in the literature with job performance and develops models that can be used for empirical research and performance improvement.

THEORETICAL CONCEPTUAL

Health Professional Job Performance

One of the simplest definitions of job performance is "the extent to which the job is well done" (Campbell, 1993). It is, also defined, as the result or outcome of achieving a goal or set of goals with respect to a job or role in an organization (Campbell, 1990). Job performance is, often used interchangeably with employee performance, which has been defined as the extent to which employees perform work tasks assigned to them by their superiors (Kahya, 2007; Mozael, 2015). In government hospital organizations, performance is termed work performance in accordance with Regulation of the Minister of Health of the Republic of Indonesia No. 1 of 2019; the definition of employee job performance is the result of carrying out tasks achieved from the actions and activities of each employee in carrying out work tasks by using and utilizing organizational resources. The performance of hospital health professionals is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Judge et al 2012) job performance is employee behavior that is consistent with role expectations and contributes to organizational effectiveness; consists of task performance, civic behavior, counterproductivity, and creative performance. Armstrong, (2021) more comprehensive performance is achieved if it is defined to include behavior and outcomes. According to Mathis et al., (2017) the main performance indicators (key performance) of hospitals can be seen at various levels, both at the level of individual performance, work units/teams, or the organization as a whole. The description of assessing hospital performance can be seen in the following fig. 1, 2.

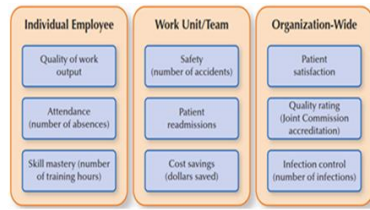


Figure.1 Example of Key Performance Indicators Hospital.

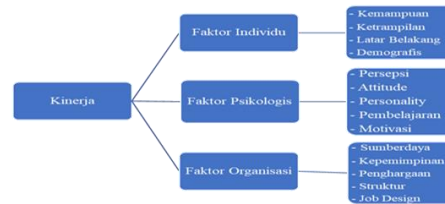


Figure.2 Factors Affecting Performance

Several factors affect employee performance, according to Mathis et al, (2017), including: (1) individual ability to do work, (2) effort expended, and (3) organizational support. Based on the performance theory put forward by Gibson et al., (2012), individual performance is influence by individual factors, psychological factors and organizational factors. Individual factors consist of abilities and skills, background, and demographics. Psychological factors include five sub-factors namely perception, attitude, personality, learning, and motivation. Organizational factors include five sub-factors, namely resources, leadership, rewards, structure, and job design.

Essentials of Job Attitudes

Attitudes, opinions, and beliefs are important for the quality of work life, for diagnosing problems in organizations, and in relation to behavioral intentions and behavior at work. Some job' essential engagement, job satisfaction attitudes, organizational commitment, and perceived organizational support. Job' is an evaluation of one's job that expresses one's feelings toward, beliefs about, and attachment to one's job (Judge et al 2012). Most research on organizational behavior has focused on three attitudes, namely job satisfaction, job involvement, and commitment to the organization (Wijaya, 2017).

When people talk about employee attitudes, they usually mean job satisfaction, which describes positive feelings about a job, resulting from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level of job satisfaction has negative feelings (Robbin, s et al 2018). Job satisfaction: an evaluative state that expresses satisfaction and positive feelings about one's work (Judge et al., 2012).

Perceived Organizational Support according to Eisenberger et al., (1986) is the employee's perception of the extent to which the organization values their contribution and cares about their welfare. Perceived organizational support hasbeen found to have important consequences for employee performance and well-being. Sun (2019) perceived organizational support reflects the relationship between employees and the organizational, which is a social exchange. These exchanges include material exchanges and non-material exchanges. Baran, et al., (2012) based on the perspective of organizational support and social exchange theory can explain the consequences of perceived organizational support including commitment performance, citizenship behavior, withdrawal behaviors, related job-related affect and strain. Riggle, Edmondson and Hansen (2009) research results show that perceived organizational support has a strong positive influence on organizational commitment; moderate positive influence on employee performance.

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Organizational commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership in the organization, which is reflected in three components (a) desires (affective commitment), (b) needs (continuance commitment), and (c) obligations (normative commitment) to retain a job in an organization (Meyer and Allen 1991). In a review of various literature by Luthan (2011) organizational commitment as an attitude related to work and organizational commitment is most often define as (1). a strong desire to remain a member of a particular organization; (2), a willingness to exert a high level of effort on behalf of the organization; and (3) a firm belief in, and acceptance of, the organization's values and goals.

Employee engagement is an individual with satisfaction and enthusiasm for the work being done. We should ask workers about available data sources of opportunities to learn new skills. According to Maslach et al, (2001), engagement is characteristic by energy, attachment, and kindness, the direct opposite of the three dimensions of burnout, cynicism, and inefficiency. Schaufeli et al, (2002) engagement as the fulfillment of positive working conditions related to the mind that is demension: vigor, dedication and absorption.

Psychological Capital

Psychological capital is one view that arises due to the need for practitioners in organizations to find new approaches in psychological practice in the realm of work, where a negative psychological approach is-felt to make workers only try to meet their personal needs and through this negative psychological approach only solve problems. Short-term problems only (Luthans et al., 2015). Psychological capital built on positive organizational behavior can represent a paradigm shift that over the last decade has shown the potential to stimulate and change organizational behavior, leadership and human resource management practices. Organizational behavior and theorists have recognized the untapped potential of a science-based positively oriented approach resulting in two major parallel and complementary movements namely positive organizational knowledge, and positive organizational behavior which serve as a theoretical basis perspective for psychological capital (Luthans et al. , 2007b; 2015). Based on the identification of the key criteria of positive psychology and positive organizational behavior, in general, there are four criteria that meet psychological resources, namely efficacy, optimism, hope, and resilience as high-level core constructs for psychological capital or PsyCap (Luthan 2011)

Luthans (2011) defines psychological capital, which is a state of positive psychological development of individuals characterized by: (1) having the confidence (self-efficacy) to take and make the effort necessary to succeed in challenging tasks. (2) Make positive attributions (optimisms) about present and future success, (3) persevere in achieving goals and, if necessary, redirect the path to achieve goals (hope) to be successful; and (4) when hit by problems and difficulties, survive and bounce back and even go beyond (resiliency) to achieve success. Psychological capital is the basic capacity of an individual, which is important for self-motivation, cognitive processes, willingness to fight and showing good performance at work (Peterson et al, 2011). Based on the meta-analysis

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research conducted by Avey et al (2011) psychological capital is quantitatively related to one or more variables regarding attitudes, behavior, and employee performance and the flow of research on psychological capital has now developed to the point of quantitative analysis. Research results on psychological capital so far seem to point to a bright future for its role not only in positive organizational behavior, but also as an effective evidence-based approach to leadership and employee development and performance management (Luthans, 2011).

METHODOLOGICAL APPROACH

Various approaches and tools are used in the framework which presents a review that provides high level views and various perspectives, and interactions from the essential of job attitudes' and the construct of psychological capital, in other workplaces starting with a review of the concept of 'job attitudes' and the construct of psychological capital. in the context of hospital organizations, then its role in health professionals' performance.

The contents of the study method are data collection techniques, data sources, methods of data analysis, correlation tests, and so on, written in Times New Roman 12 font. This chapter can also include the scientific formula used for data analysis/correlation testing.

RESULTS OF THE LITERATURE AND FUTURE RESEARCH DIRECTIONS REVIEW

Task, contextual and adaptive performance dimensions and counterproductive work behaviors are-reflected in the literature on job performance in health. Adaptive performance and counterproductive work behavior appear to be under-researched. Studies are conducted in different health care organizations and are associated with various health care professionals. Organizations can influence job performance at macro, meso and micro levels to achieve transformation and improvement. Based on the norm of reciprocity (Gouldner, 1960), social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) argues that when employees do something to benefit the organization, the organization is expected to return the favorable treatment. Applying this theory to employee-organizational relations (Baran, Shanock, & Miller, 2012),

Empirical evidence describes perceived organizational support as one of the antecedents that influence affective commitment (Sharma and Dhar 2016). Riggle, Edmondson, and Hansen (2009) research results show that perceived organizational support has a strong positive influence on organizational commitment; Empirical research conducted by Nazir and Islam (2017) the results of their research show that perceived organizational support is positively related to affective commitment. Saadeh and Suifan (2020) based on their research at 6 hospitals in Aman Jordania, show that Perceived Organizational Support has a positive and significant effect on organizational commitment.

Rich et al, (2010) employee engagement improves employee performance. Employees who have a sense of engagement show a variety of productive behaviors that increase synergistic efforts towards organizational goals (Bakker and Demerouti, 2008).

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This synergistic effort leads to increased employee performance (Bakker et al., 2008). Demerouti and Cropanzano (2010) argue that engagement can lead to increased performance as a result of various factors. Furthermore Christian et al, (2011) found evidence that Employee Engagement is related to employee job performance with the antecedents being job characteristics, leadership and dispositional characteristics and the consequences are employee job performance. Based on the results of a synthesis of 247 literature by Bailey, et al, (2017) it was concluded that the majority of research results, employee engagement has an impact on high-level performance results, such as organizational or team performance and individual-level results, as well as three sub-sections of performance, namely task performance; role extra performance; and counterproductive performance.

Employees who are affectively committed, have a sense of belonging to their organization and have high morale (Bakker et al, 2012) based on the results of research by Al-Ahmadi (2009) in 16 hospitals with a sample of 923 nurses found organizational commitment to be positively correlated with nurse performance and organizational commitment as a strong predictor of nurse performance. Research conducted by Raji et al (2021) on 406 nurses working in public hospitals. The results of his research indicate that affective and normative commitment have a significant positive effect on the work performance of nurses.

As we noted earlier, research on job attitudes' contextual antecedents dominated in the 1960s and 1970s and has continued to grow since then. Summary preliminary studies indicate that factors such as working conditions, salary, career opportunities, co-workers, and supervisors are important factors influencing job satisfaction. Researchers continue to study the contextual antecedents of job satisfaction. The importance of the influence of leadership on job satisfaction cannot be emphasized enough, considering the power and influence that leaders have over employees in the organization. In fact, more than one meta-analysis confirms the significant impact of leadership on job satisfaction (Sessa and Bowling, 2020). Judge et al., (2001) conducted a meta-analysis of the growing literature and found a moderate positive relationship between job satisfaction and job performance. Despite the substantial relationship between job satisfaction and job performance, the size of this effect varies widely (Judge et al., 2001). Research on job satisfaction shows that it is related to a large number of important organizational criteria. Job satisfaction appears to be closely related not only to employee performance but also to organizational effectiveness and employee turnover, two metrics that are closely linked to organizational profit (Sessa and Bowling, 2020).

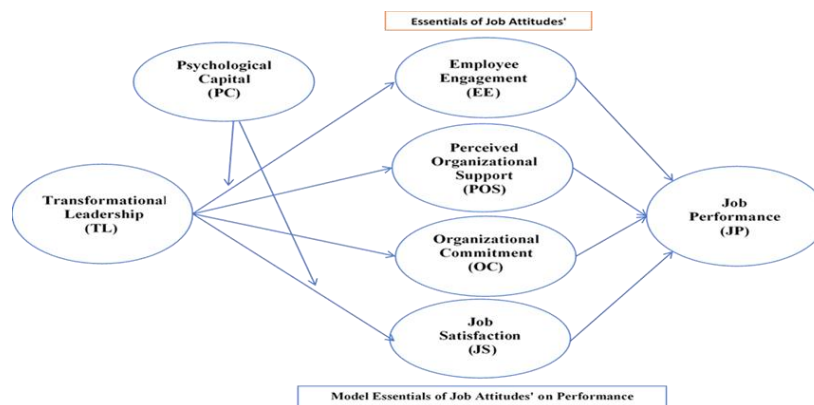
Luthans et al, (2007) research with the aim of analyzing each dimension of Psychological Capital and the combined dimensions of Psychological Capital in predicting job satisfaction and performance. The results of his research show that the dimensions of psychological capital (hope, resilience, optimism, and efficacy individually) have a significant positive relationship with performance. The combination of the 4 aspects of psychological capital (Hope, resilience, optimism, and efficacy individually) shows a stronger positive relationship with individual performance and satisfaction. Psychological

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capital has been considered as a personal resource that supports individuals to achieve success in various jobs consisting of positive work-related attitudes, reduced turnover, and high performance (Peterson et al, 2011). The results of research by Ali et al (2022) on public hospital employees show that the relationship between psychological capital and the performance of public hospital employees is positive and significant. Positive core constructs of psychological capital have been shown to be conceptual and empirically related to employee performance (Peterson et al, 2011).

FUTURE RESEARCH DIRECTIONS

To the author's knowledge, this paper appears to be a systematic review regarding the essence of job attitudes and psychological capital construction in the workplace with a review of the concept of job attitudes and psychological capital in the context of hospital organizations then its role on the performance of health professionals, bearing in mind that this research process only produced one study model that examines the construct framework that plays a role in job performance health professionals.



CLOSING

Conclusion

Although the employee attitude literature is abundant, there is no model that integrated all employee attitudes” and which gives each of them a specific contribution to job performance. Empirical research often considers employee attitudes to have an important and direct influence on job performance, but there are theoretical reasons to suppose that this may not be the case for all. Since positive employee, attitudes caused by leadership actions are a key element in social exchange theory, a combination of attitudes and psychological capital is very important in efforts to increase job performance. To improve job performance, joint interventions are-needed on organizational mechanisms and individual mechanisms, which concern governance, leadership, and the role of essentials of job attitudes and psychological capital.

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