



The Effect of Work Design Characteristics and Psychological Capital on Work Engagement

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ABSTRACT

In public service institutions, such as the Regional Development Planning Agency (BAPPEDA) of Tasikmalaya Regency, aspects of work design characteristics and psychological capital support the emergence of positive behaviour so that employees will show a more positive attitude in carrying out their work. Based on the data obtained, it was found that the employees of BAPPEDA Tasikmalaya Regency had a good level of self-efficacy, as evidenced by the exposure of employees who believed in their abilities and liked challenging work for the development of their potential. In addition, employees also express self-confidence to achieve success in their current work. This employee's self-capacity can affect the level of work engagement of employees. The findings of work design characteristics problems at BAPPEDA Tasikmalaya Regency are characterized by low employee work design characteristics, especially those based on differences in age and education and psychological capital problems at BAPPEDA Tasikmalaya Regency marked by low employee confidence in dealing with work problems. The research method used is regression analysis to assess the influence between variables. The population in this study were all employees of BAPPEDA Tasikmalaya Regency who had agreed to participate in the study. The research instrument uses a questionnaire of work design characteristics, psychological capital, and work engagement which will be filled out by respondents, namely all employees at BAPPEDA Tasikmalaya Regency. This research will use a multiple linear regression test. The results showed a positive effect of work design characteristics on work engagement and a positive influence of psychological capital on work engagement. Furthermore, it was found that work design characteristics and psychological capital simultaneously and significantly affect employee work engagement at BAPPEDA Tasikmalaya Regency

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1. Introduction

Human resources are an essential part of an organization's running (Busro, 2018; Rokhmiyati, 2018; Sudaryo et al., 2018). The size of the organization's sustainability is primarily determined by how human resources can contribute to the organization. Every organization, in general, wants to produce quality output and maintain the continuity of an organization. Efforts to achieve these goals are the main driving factor in human resources.

The ability or greatness of humans in an organization will significantly determine the organisation's competitiveness. Humans are considered the resource regarded as the most potential to provide a competitive advantage for the organization. According to Fisher (Endres & Mancheno-

Smoak, 2008b) the basics of human resource management can be imitated, but the most effective strategies for organizations in finding unique ways to attract, retain, and motivate individual employees are more difficult for others to emulate.

To maintain and support the organisation's sustainability, these human resources need to be fostered so that they play an active role in providing success for the organization. Organizational commitment is a feeling of psychological and physical attachment or attachment to the organization he works for or the organization he is a member of. Psychological connection means that employees feel happy and proud to work for or become members of the organization. This linkage or attachment has three forms: complying with organizational norms, values, and regulations, identifying with the organization, and internalizing organizational norms, values, and principles. (Wirawan, 2013).

Demeuroti & Cropanza (Bakker, 2011; Bakker & Leiter, 2010) said that work engagement is essential because employee engagement with work affects one's work performance. The higher the employee's sense of attachment to the organization, the better the work performance will be. As reported via www.idntimes.com, during the current global economic turmoil estimated to have an impact until 2022, work engagement is an important thing to consider by all top executives in any organization. Many people argue that work engagement must be a severe concern by executives in human resources and top executives so that organizations can survive during this economic turmoil.

Suppose organizational managers know the level of employee engagement and maintain it to remain high, then in general. In that case, the organization or organization will benefit from various things, such as maintaining and increasing employee productivity. In addition, with a good level of engagement, employees are not easily tempted by offers from other organizations and help achieve organizational targets. Several studies that correlated high work engagement with the achievement of organizational targets proved the truth of the hypothesis. (Agustian, 2018) mentioned the importance of work engagement in private companies and state-owned companies (BUMN), government agencies, and organizations.

High work engagement makes individual employees enthusiastic about work and has high dedication and enthusiasm at work. (Tu et al., 2012) explained that if employees have good involvement in work, then indirectly, employees will position work as the main thing so that this can improve performance.

Work engagement is an aspect that includes positive emotions and full involvement in doing work and is characterized by three main dimensions, namely vigor, dedication, and absorption of work. (Bakker & Leiter, 2010). Enthusiasm (vigor) is an outpouring of energy and strong mentality during work, the courage to try hard to complete a job, and persevere in the face of work difficulties. Dedication refers to a very high level of involvement in doing a task and experiencing feelings of meaning, enthusiasm, inspiration, pride, and challenge. While the absorption of work (absorption) is defined as wherein work employees are always full of concentration and serious about a job. Individuals feel that time seems to pass so quickly when he works and finds it difficult to separate themselves from work.

Previous studies have found that work engagement positively impacts individual and organizational performance. Engaged employees will work with enthusiasm and feel a deep connection to the organization or organization where they work. Employees encourage innovation and move forward with the organization. Engaged employees will help restore organizational stability after being hit by difficulties. In addition, engaged employees will work actively and try to achieve and think to do things better (Robertson, (Rahmawati, 2018).

The focus of research on work engagement involves the variables of work design characteristics and psychological capital. Defines work design characteristics as attributes of the task, job, and social and organizational environment, consisting of 3 major categories, namely, motivational, social, and contextual. Motivational characteristics will enrich the job, which consists of job characteristics that reflect the task (task characteristics) and job knowledge requirements (knowledge characteristics). (Morgeson & Humphrey, 2016). According to the two-factor theory or two-factor theory by Frederick Herzberg (1959), employees will only be motivated to do their jobs to the maximum extent possible if

they are satisfied. The level of employee satisfaction will depend on two factors, namely hygiene factors and motivators.

There are several theories of motivation from experts, including Herzberg with Herzberg's Two Factor Theory, Mc. Clelland with Mc. Clelland's Achievement Motivation Theory, Mc. Gregor with Theory X and Theory Y and Maslow with Maslow's Need Hierarchy Theory. Abraham Maslow is one of the founders of motivation theory, Maslow (1943) put forward a motivation theory called Maslow's Need Hierarchy Theory / A Theory of Human Motivation, Maslow said that a person behaves because of an urge to achieve specific needs. Because human necessities are tiered when one condition is met, the person tries to fulfil the following need, and so on. After this need is completed, a person may be able to reach the highest level called self-actualization. Everyone has the desire to move up a level and to a level of self-actualization. However, progress is often interrupted by failure to meet lower-level needs (Wirawan, 2013).

Social qualities indicate that the task is performed in a larger social setting. According to McClelland's theory, social features are driven by achievement, power, and affiliation (need for collaboration). McClelland's theory of wants, achievement, power/power, and relationships are three essential needs that help explain an individual's drive (Morgeson and Humphrey, 2016). In the meantime, contextual qualities represent the physical and environmental situation in which the activity is performed. Aspects of motivation include task and knowledge characteristics. The sub-dimensions of the task characteristics dimension are autonomy, task variety, task significance, task identity, and feedback from the job. Job complexity, information processing, problem-solving, skill diversity, and specialization are all qualities of knowledge. The sub-dimensions of the social characteristics dimension include social support, interdependence, interaction outside the organization, and feedback from others. The sub-dimensions of the work setting have ergonomics, physical demands, job circumstances, and equipment utilization. (Morgeson dan Humphrey, 2016).

In addition, the worth of psychological capital for each employee must be known by the business since, according to the findings of numerous prior studies, psychological capital has a positive correlation with other factors, such as the findings of the study conducted by (Youssef-Morgan & Luthans, 2013) demonstrates the association between the hope component of psychological capital and worker performance and work engagement. Moreover, research conducted by (Luthans & Jensen, 2017) reflects a correlation between hope and financial performance, and staff retention. According to the findings of this study, psychological capital is positively associated with work engagement.

According to several previously cited studies, psychological capital correlates with work engagement. Following prior research, the researcher will examine the relationship between psychological capital and work engagement among employees with a solid legal position. This research must be conducted to determine the causes of high and poor employee engagement. Coaching or training and an effective recruitment strategy are required to gain human resources with optimal psychological capital. In addition, the research on job engagement is affected by several psychological characteristics found in psychological capital, such as self-efficacy, resilience, optimism, and hope. Nonetheless, this research was undertaken by measuring each construct independently; in this study, it will be examined in an integrated manner via a single core construct, psychological capital.

Regional Development Planning Agency (BAPPEDA) of Tasikmalaya Regency is a government agency and one of the government's technical organizations. The Office of the Regional Development Planning Agency (BAPPEDA) of Tasikmalaya Regency oversees and manages regional development planning, such as building bridges, roads, and other community-beneficial public amenities. Bappededa's address is at the Sukapura Office Complex, Jalan Sukapura III, Sukaasih Village, Singaparna District, Tasikmalaya Regency.

In public service institutions, such as the Regional Development Planning Agency (BAPPEDA) of Tasikmalaya Regency, aspects of work design characteristics and psychological capital support the emergence of positive behaviour, encouraging employees to demonstrate a more positive attitude toward their work. This employee's self-capability can impact the level of employee engagement. Hariyadi's early research revealed that the association between work design elements, psychological capital, and work engagement varied between workplaces; thus, additional research is required at various research sites. (Raniswati & Puspitadewi, 2021) Conducted research on psychological capital

and occupational engagement. According to the findings of this study, there is a connection between work design elements, psychological capital, and work engagement.

At BAPPEDA Tasikmalaya Regency, work design characteristics are characterized by disparities in personnel characteristics, particularly those based on differences in age and education. This influences the qualities of work in the BAPPEDA Tasikmalaya Regency. Generational disparities result in considerable differences in each employee's values, attitudes, preferences, and behaviours. It is difficult for BAPPEDA Tasikmalaya Regency employees to discover personal development, career significance, and mentors or supervisors who encourage and assist professional development because their jobs lack desirable traits. In addition, the poor work design qualities in BAPPEDA Tasikmalaya Regency are felt by fewer enthusiastic personnel. This is consistent with the absence of personal feedback and attention, mentoring and empowerment, transparent and open communication with superiors, and their lack of motivation to work. In addition, temporary workers continue to get unjust compensation and lack professional development. Therefore, an in-depth research is required in the BAPPEDA of Tasikmalaya Regency, particularly with employee motivational, social, and contextual aspects.

The phenomenon of psychological capital at BAPPEDA Tasikmalaya Regency is characterized by low employee confidence in dealing with work problems. Employees cannot motivate themselves, have low cognitive resource abilities, and a lack of actions required to complete specific tasks in specific contexts successfully. There are still BAPPEDA Tasikmalaya Regency employees who view their supervisors' directives unfavourably, such that some employees cannot anticipate a positive outcome and lack self-motivation. A second problem that has emerged in BAPPEDA Tasikmalaya Regency is the low salary expectations of specific staff. In addition, employees who experience a downturn find it challenging to recover. There are often difficult-to-resolve conflicts amongst employees, and the duties of some employees in accomplishing their assigned work tasks are lacking.

Low work design characteristics and psychological capital at BAPPEDA Tasikmalaya Regency led to subpar work engagement. The phenomena of work engagement at BAPPEDA Tasikmalaya Regency involves several employees, particularly temporary workers who perceive the low level of job engagement among BAPPEDA Tasikmalaya Regency employees. Low work engagement (work engagement) at BAPPEDA Tasikmalaya Regency in 2020 was characterized by a high late arrival rate, employees who did not come to work without notice, and significant staff turnover.

The absence rate of BAPPEDA Tasikmalaya Regency employees has increased and dropped in 2020. The shown data are somewhat erratic but tend to rise, notably in June, when the rate reached 10.52 percent. The rise in absenteeism indicates that the agency has disengaged staff. In this instance, enthusiasm or vigour is one of the characteristics of work engagement that may be measured by employees' presence (absence) at the worksite, responsibility with work, discipline, and collaboration with superiors or colleagues within the business work productivity. BAPPEDA Tasikmalaya Regency also issues a Warning Letter (SP) to personnel who break agency-mandated regulations.

2. Methods

This research focuses on the Regional Development Planning Agency (BAPPEDA) of Tasikmalaya Regency, which was established in 1967 as the Tasikmalaya Regency Development Planning Agency (BAPPEMKA) until 1974; then, in 1974, this BAPPEMKA changed its name to the Regional Development Planning Agency (BAPPEDA)) (BAPPEDA). In 2021, 30 percent of the total workforce at BAPPEDA Tasikmalaya Regency were members of the millennial age, up from 5 percent in the previous year. Generation X comprises up to 70 percent of the remaining population.

This study incorporates quantitative research because numbers are used throughout, from data collection to statistical analysis of interpreted data. This form of explanatory research examines the association between two or more variables regarding their pattern, direction, nature, shape, and strength, specifically the interaction between work design elements and psychological capital on work engagement.

This study's population consisted of all 47 BAPPEDA Tasikmalaya Regency employees. This is backed by the opinion of Usman (2015), which indicates that if a population is relatively small, all of its

members must serve as respondents. All 47 employees/staff of BAPPEDA Tasikmalaya Regency were withdrawn using a census-like or saturating sample technique for this investigation.

Through surveys and documentation studies, data were collected for this investigation. This study administered a questionnaire regarding work design characteristics, psychological capital, and work engagement to BAPPEDA employees in the Tasikmalaya Regency. Documentation consists of employee attendance, employee assignment letters, warning letters to employees, employee career development data, and overall employee performance appraisals at BAPPEDA Tasikmalaya Regency to obtain work design characteristics and psychological capital work engagement, among other data. Necessary. A regression test was conducted to determine the influence of job design elements and psychological capital variables on work engagement. Then, the coefficient of determination test and hypothesis testing will follow.

3. Results and Discussion

3.1 Descriptive Analysis of Respondents

3.1.1 By Gender

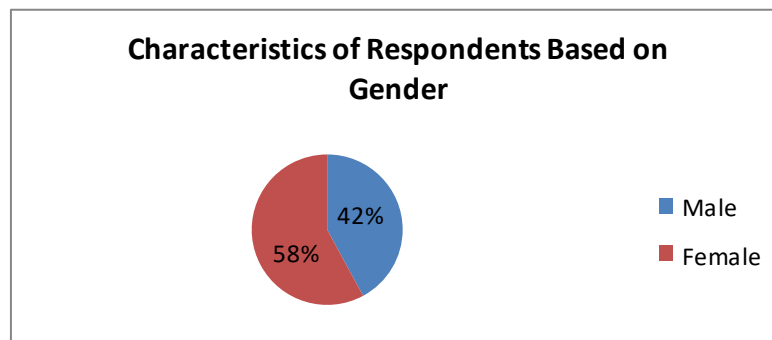
Based on the survey results, it was found that the gender of the respondents can be explained in the following table:

Table 1.
Characteristics of Respondents Based on Gender

No	Sex	Frekuensi	Percentage
1	Male	20	42,00%
2	Female	27	58,00%

Source : Primary Data Processing

Table 1 demonstrates that the respondents are both male and female. Male respondents comprise as many as 20 persons (42 percent), and female respondents comprise 27 (58 percent). The following diagrams depict the characteristics of respondents by gender:



Source: Primary Data Processing

Figure 1. Characteristics of Respondents Based on Gender

In Figure 1, it is clear that the characteristics of respondents of the female gender are more than respondents of the male gender. It can be concluded that most of the questionnaires in this study were filled out by female respondents.

3.1.2 By Age

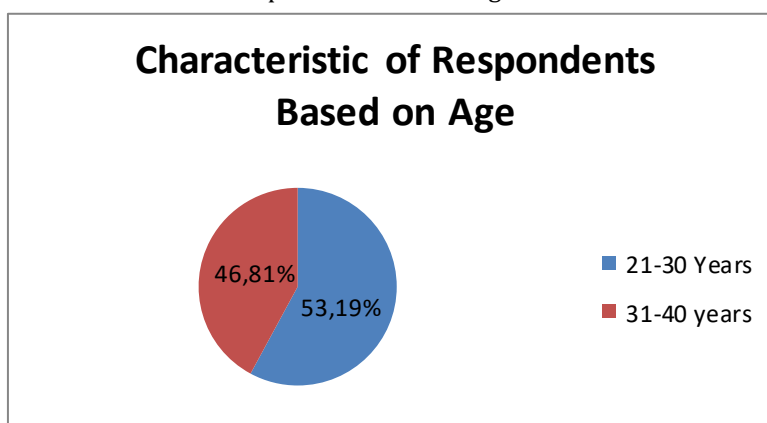
According to the survey results, the work experience of the respondents' employees can be summarized in the following table.

Table 2.
Characteristics of Respondents Based on Age

No	Age	Frekuensi	Percentage
1	< 20 Years	-	-
2	21-30 Years	25	53,19%
3	31-40 Years	22	46,81%
4	>40 Years	-	-

Source: Primary Data Processing

According to Table 2, the respondents include 25 BAPPEDA Tasikmalaya Regency employees between the ages of 21 and 30 (53.19 percent), 22 respondents between the ages of 31 and 40 (46.81 percent), and no respondents between the ages of less than 20 and greater than 40. The following graphics depict the characteristics of responders based on age:



Source: Primary Data Processing

Figure 2. Characteristics of Respondents Based on Employee Work Experience

In Figure 2, it is evident that respondents aged 21 to 30 years have more characteristics than those aged 31 to 40 years. Respondents between 21 and 30 completed the majority of questions in this study.

3.1.3 Based on Employee Work Experience

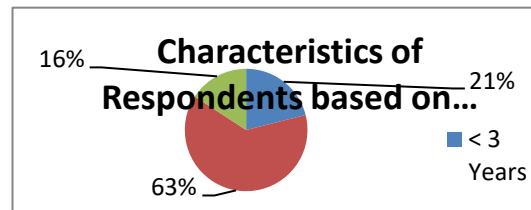
According to the survey results, the work experience of the respondents' employees can be summarized in the following table.

Table 3.
Characteristics of Respondents Based on Employee Work Experienced

No	Age	Frekuensi	Percentage
1	< 3 Years	10	21,05%
2	3-5 Years	30	63,15%
3	>5 Years	7	15,8%

Source : Primary Data Processing

Based on Table 3, shows that the respondents consist of employee work experience in BAPPEDA Tasikmalaya Regency less than 3 years as many as 10 people (21.05%), between 3-5 years as many as 30 people (63.15%), and more than 5 years as many as 7 people (15.8%). The diagrams that describe the characteristics of respondents based on employee work experience are as follows:



Source: Primary Data Processing

Figure 3. Characteristics of Respondents based on Working Experienced

In Figure 3, it is clear that the characteristics of respondents based on employee work experience are dominated by a period of 3-5 years.

3.1.4 Based on Education

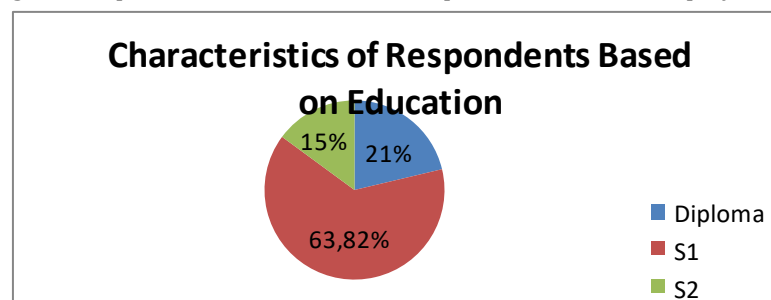
Based on the results of the survey, it was found that the work experience of the employees of the respondents can be explained in the following table:

Table 4.
Characteristics of Respondents Based on Education

No	Education	Frekuensi	Percentage
1	Diploma	10	21,27%
2	S1	30	63,82%
3	S2	7	14,89%

Source : Primary Data Processing

According to Table 4, the respondents at BAPPEDA Tasikmalaya Regency had the following levels of education: 10 or 21.27 percent of people with Diploma education, 30 or 63.82 percent of people with S1 education (stratum 1), and 7 or 14.89 percent of people with S2 education (strata 2). The following diagrams depict the characteristics of responders based on employee work experience:



Source: Primary Data Processing

Figure 4. Characteristics of Respondents Based on Education

In Figure 4.4, it is evident that undergraduate education dominates the characteristics of respondents based on the employee job experience (strata 1).

3.2 Descriptive Analysis Variables

3.2.1 work design characteristics

The responses and evaluations of respondents regarding Work Design Characteristics in BAPPEDA Tasikmalaya Regency are displayed in the table of interpretation of the total value of respondents' responses regarding the following product design:

Table 5.
Work Design Characteristics Recapitulation

No	Dimension	Average Earned	Category
1	<i>Motivational characteristics</i>	214	Very Good
2	<i>Social characteristics</i>	216	Very Good
3	<i>Contextual characteristics</i>	215	Very Good
Avarage		215	Very Good

Source : Primary Data ,2022

Thus, the calculated value of the respondents' responses about work design characteristics at BAPPEDA Tasikmalaya Regency is 215. This means that BAPPEDA Tasikmalaya Regency's work design features are very good. This signifies that, according to the results of the recapitulation of work design features at BAPPEDA Tasikmalaya Regency, it is accurate and excellent. Based on the findings of interviews and observations in the field, it is clear that employees already possess excellent work design characteristics, such as timely completion of report tasks, punctuality in arriving and departing work, adherence to instructions from superiors, and a sense of comfort while working. Work.

According (Krishnan, 2017) Described how work design factors impact employee engagement. If the manager offers employees work accompanied by motivation and social support (motivational and social features), employees will be more involved in their work. Therefore, it is vital to investigate the effects of work design aspects on employee engagement.

With a score of 4,300, the level of Work Design Characteristics at BAPPEDA Tasikmalaya Regency is in the very good category, as indicated by the results of this study. The respondents' responses indicate that the Work Design Characteristics of BAPPEDA Tasikmalaya Regency are excellent.

3.2.2 *psychological capital*

The responses and evaluations of respondents about Psychological Capital at BAPPEDA Tasikmalaya Regency may be seen in the interpretation table of the overall value of respondents' comments on product design.

Table 6.
Psychological Capital Dimensions Recapitulation

No	Dimension	Average Earned	Category
1	<i>Self Efficacy</i>	215	Very Good
2	<i>Optimisme</i>	216	Very Good
3	<i>Hope</i>	216	Very Good
4	<i>Resiliensi</i>	213	Very Good
Rata-Rata		215	Very Good

Source: Primary Data Processing

Consequently, the calculated value of respondents' comments about psychological capital in the BAPPEDA Tasikmalaya Regency is 215. This means that BAPPEDA Tasikmalaya Regency is in the very good category in terms of psychological capital. This indicates that it is suitable and excellent according to the recapitulation of psychological capital at the BAPPEDA of Tasikmalaya Regency. Based on the findings of interviews and field research, it is evident that employees have high levels of psychological capital, such as confidence in completing tasks, intelligence in completing work, a positive outlook on work, and the ability to motivate themselves and their coworkers.

(Costantini et al., 2017) psychological capital is a human resource that might boost workplace engagement. According to Bakker and Demerouti (2017), one factor affecting work engagement is labour resources, specifically labour resources with multiple facets, one of which is social support. Perceived organizational support is referred to here as social support. Work resources include perceived organizational support as a sort of social assistance.

With a score of 5.587%, the Psychological Capital level at BAPPEDA Tasikmalaya Regency falls into the very good category, as determined by this study. Based on the respondents' responses, it can be concluded that the Psychological Capital at BAPPEDA Tasikmalaya Regency is excellent.

3.2.3 work engagement

The responses and evaluations of respondents concerning Work Engagement at BAPPEDA Tasikmalaya Regency are displayed in the interpretation table of the total value of respondents' responses regarding the following product design:

Table 7.
Dimension Work Engagement Recapitulation

No	Dimension	Average earned	Category
1	<i>Vigor</i>	213	Very Good
2	<i>Dedication</i>	214	Very Good
3	<i>Absorption</i>	212	Very Good
	Amount	213	Very Good

Source: Primary Data Processing

Consequently, the calculated value of the respondents' responses about work involvement in the BAPPEDA Tasikmalaya Regency is 213. This shows that employee engagement at BAPPEDA Tasikmalaya Regency is exceptional. This indicates that it is appropriate and of high quality according to the recapitulation of work engagement at the Tasikmalaya Regency BAPPEDA. Based on the findings of interviews and observations in the field, it is clear that employees have high energy levels at work, are excited about completing tasks, concentrate at work, and submit reports on time.

According to (Schaufeli et al., 2002), Work engagement is defined as a good, fulfilling, work-related state of mind marked by vitality, commitment, and immersion. If employees recognize that their performance is vital to the organization, they will be more motivated to perform well. Employees with a high level of job engagement will be able to choose a particular sort of work with a strong sense of duty and concern.

With a score of 4,683, the level of Work Engagement at BAPPEDA Tasikmalaya Regency falls into the very good category, according to the findings of this study. The respondents' responses indicate that Work Engagement at BAPPEDA Tasikmalaya Regency is relatively high.

3.3 Hypothesis Testing

3.3.1 The Effect of Work Design Characteristics and Psychological Capital on Work Engagement at BAPPEDA Tasikmalaya Regency Partially

Based on the results of the calculation of the correlation coefficient in the following coefficients table:

Table 8.
Correlation Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1								
(Constant)	-708.857	2298.317		-.308	.758			
X1	.479	.090	.647	5.324	.000	.813	.485	.319
X2	.145	.092	.190	1.567	.120	.753	.161	.094

a. Dependent Variable: Y

Source: data processed, 2022.

From the table above, the correlation coefficient between Work Design Characteristics (X1) and Work Engagement (Y) is 0.485, which indicates that there is a very low relationship between Work Design Characteristics (X1) and Work Engagement (Y). The correlation coefficient value means that an increase in Work Design Characteristics (X1) does not increase Work Engagement (Y). So the effect of Work Design Characteristics (X1) on Work Engagement (Y) is partially 23.52% [$K_d = (0.485)^2 \times 100\%$].

The hypothesis test results prove that Work Design Characteristics affect Work Engagement; this is evidenced by the coefficients table above. From the calculation results, it is known that the t count is $5.324 > t_{Table} 1.985$ or sig (0.137) α (0.05), then H_0 is rejected, and H_a is accepted. Thus, it can be interpreted that Work Design Characteristics (X_1) partially have a significant effect on Work Engagement (Y). This means that Work Design Characteristics help achieve Work Engagement BAPPEDA Tasikmalaya Regency.

The results of this study indicate if this research is in line with previous research conducted by (Morgeson & Humphrey, 2016) that the broader characteristics of a job design, such as task characteristics, knowledge characteristics, and social characteristics, have a positive relationship to the indicated outcomes such as satisfaction, work engagement, and employee performance. Furthermore (Krishnan, 2017) explained that work design characteristics influence work engagement. If the boss provides work accompanied by motivation and social support (motivational and social characteristics) to employees, employees will become more engaged with their work.

The results of this study also strengthen that more varied job characteristics need to be considered in designing a more suitable job by paying attention to the type of work and looking at the characteristics of the workers, such as the millennial generation. Although previous research has stated that job design characteristics such as autonomy, task variety, task significance, task identity, interaction with others, and interdependence appear to vary across different generations. (Vokic & Hernaus, 2015) but the results of this study indicate that there is still a significant influence of job design characteristics on work engagement, especially work engagement in the millennial generation.

3.3.2 The Effect of Psychological Capital on Work Engagement at BAPPEDA Tasikmalaya Regency

Based on the results of the calculation of the correlation coefficient in the coefficients table above, the correlation coefficient value between Psychological Capital (X_2) and Work Engagement (Y) is 0.161, which indicates there is a strong relationship between Psychological Capital (X_2) and Work Engagement (Y). The correlation coefficient value means that an increase in Psychological Capital (X_2) will increase Work Engagement (Y). So the effect of Psychological Capital (X_2) on Work Engagement (Y) is partially 2.59% [$K_d = (0.161)^2 \times 100\%$].

The hypothesis test results prove that Psychological Capital affects Work Engagement; this is evidenced by the coefficients table above. From the calculation results, it is known that tcount is $1.567 < t_{Table} 1.985$ or sig (0.120) $> \alpha$ (0.05) then H_a is rejected and H_0 is accepted. Thus, it can be interpreted that Psychological Capital (X_2) partially has no significant effect on Work Engagement (Y). This means that Psychological Capital does not help achieve Work Engagement at BAPPEDA Tasikmalaya Regency.

The results of this study indicate if this research is in line with what is described by (Bakker & Leiter, 2010) that the provision of intervention on psychological capital shows a very high impact on finances and returns on investment from the emergent constructs because this shows a positive relationship to work attitudes and behaviour (Youssef-Morgan & Luthans, 2013), such as work engagements. Dedicated people will do their best because they enjoy their work (Bakker & Demerouti, 2018).

3.3.3 Effect of Work Design Characteristics and Psychological Capital on Work Engagement at BAPPEDA Tasikmalaya Regency Simultaneously

Based on the results of statistical analysis with the SPSS version 25 program from the SPSS output table in the coefficients table, the following regression equation is obtained:

$$Y = -708.857 + 0,479X_1 + 0,145X_2 \quad (1)$$

Where :

Y = Work Engagement

X_1 = Work Design Characteristics

X_2 = Psychological Capital

α = -708.857

$$b_1 = 0,479$$

$$b_2 = 0,145$$

The regression equation states that the variables Work Design Characteristics (X1) and Psychological Capital (X2) contribute to Work Engagement (Y), which means that the contribution of Work Design Characteristics and Psychological Capital to Work Engagement at BAPPEDA Tasikmalaya Regency has positive criteria (because marked =) which is 0.479 for each increase in Work Design Characteristics and 0.145 for each increase in Psychological Capital at BAPPEDA Tasikmalaya Regency.

The positive regression coefficient shows the higher the Work Design Characteristics and Psychological Capital at BAPPEDA Tasikmalaya Regency, the Work Engagement will also increase. Based on the results of these calculations, it can be seen that the employees of BAPPEDA Tasikmalaya Regency, Work Design Characteristics have a smaller effect than Psychological Capital, it can be seen from the smaller regression coefficient.

While the value of the correlation coefficient (r) from the calculation results in the following model summary table:

Table 9.
Model Summary Correlation Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.818 ^a	.669	.662	1981.416	1.419

a. Predictors: (Constant), X1, X2

b. Dependent Variable: Y

Source: data processed, 2022.

Based on the data above, a value of 0.818 is obtained, which indicates that the close relationship between the Work Design Characteristics (X1) and Psychological Capital (X2) variables and the Work Engagement variable (Y) has a strong relationship.

To determine how much influence Work Design Characteristics and Psychological Capital have on Work Engagement at BAPPEDA Tasikmalaya Regency, you can use the coefficient of determination (square / r^2) or the formula $Kd = r^2 \times 100\%$. See the SPSS output in the model summary table above for more information. From the model summary table, the R square number is 0.669. R square can also be called the coefficient of determination, ranging from 0 to 1. The larger the R square, the greater the effect on Work Engagement at BAPPEDA Tasikmalaya Regency. From the calculation, R square is 0.669 or 66.9% which means that Work Design Characteristics and Psychological Capital influence Work Engagement BAPPEDA Tasikmalaya Regency. The better the Work Design Characteristics and Psychological Capital at BAPPEDA Tasikmalaya Regency, the Work Engagement tends to increase. While the rest is $100\% - 66.9\% = 33.1\%$ influenced by other factors not examined.

To find out the significant influence of Work Design Characteristics and Psychological Capital on Work Engagement, BAPPEDA Tasikmalaya Regency simultaneously carried out the F test. Based on the calculation results of SPSS version 25 in the following ANOVA table:

Table 10.
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	730541767.767	2	365270883.884	93.039	.000 ^b
	Residual	361192761.980	92	3926008.282		
	Total	1091734529.747	94			

a. Dependent Variable: Y

b. Predictors: (Constant), X1, X2

Source: Data processed, 2022.

Based on the table above, it is known that Fcount is 93.039 while FTable is 3.09 or sig (.000a) alpha (α) (0.05). Based on the calculation results, it turns out that the calculated F is more significant than FTable (Fcount > FTable) or 93.039 > 3.09, so the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. The acceptance of the alternative hypothesis (Ha) indicates that at the 95% confidence level, there is a significant effect on Work Design Characteristics and Psychological Capital simultaneously on Work Engagement BAPPEDA Tasikmalaya Regency. This means that if Work Design Characteristics and Psychological Capital experience an increase, then Work Engagement will also increase and vice versa; if Work Design Characteristics and Psychological Capital experience a decrease, then Work Engagement will also decrease.

4. Conclusion

Based on the results of the analysis and discussion in the preceding chapter, the following are the conclusions of this study:

1. The fact that the work design characteristics of BAPPEDA Tasikmalaya Regency employees fall into the very good category indicates that, from the employees' perspective, the work design characteristics of BAPPEDA Tasikmalaya Regency employees are very good.
2. The psychological capital of BAPPEDA Tasikmalaya Regency personnel falls inside the very good category; therefore, the psychological capital of BAPPEDA Tasikmalaya Regency employees can be received very well.
3. The work engagement of BAPPEDA Tasikmalaya Regency employees is in the very good category, which indicates that the work engagement of BAPPEDA Tasikmalaya Regency employees can be seen favourably.
4. According to the study's findings, work engagement at BAPPEDA Tasikmalaya Regency was partially and simultaneously affected by work design characteristics and psychological capital variables.

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