

Nurturing individual job performance through psychological capital power

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Abstract

The overarching objectives of this inquiry are twofold: first, to investigate the relationship between proactive personality, empowering leadership, and individual job performance; second, to examine the mediating role of psychological capital on the relationship between empowering leadership and an individual's job performance. The sample consists of 215 entrepreneurs of Minang migrants in Purwokerto-Central Java, Indonesia. The Minangnese is an ethnic group in Indonesia with a high success rate of entrepreneurs, and hence there is a stigma in the society that the Minang tribe was born to be entrepreneurs. Despite the abundant literature on entrepreneurship, few have focused on the leadership style of specific ethnicities in doing business. The burgeoning popularity of entrepreneurship theory has attracted academic attention. Scholars attempt to enhance the entrepreneurship literature from various perspectives, one of which is a cultural value. Moreover, little discussion on the role of psychological capital in nurturing individual job performance is the primary motive behind the study. Data were collected using a questionnaire and analysis with Structural Equation Modeling (SEM). The results proactive personality positively influences empowering leadership. Likewise, empowering leadership determines both psychological capital and individual job performance. The study also supported the view that psychological capital mediates the relationship between empowering leadership and individual performance. The theoretical implication of this research is that psychological capital is important in building individual characters who respond to difficult conditions, so that psychological capital is a competency in improving individual performance.

Keywords: empowering leadership; proactive personality; psychological capital; psychological performance.

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INTRODUCTION

Enterprises capable of utilising their resources well will grow faster. A company's success depends not only on the managerial capability but also on the performance of its hired

employees. One of the toughest challenges for organisations is how to foster their employee's performance (Abubakar et al., 2019). To remain competitive, organisations should employ the right strategy for developing individual skills (Shahzad et al., 2017; Shanker et al., 2017).

Leadership and personality can influence individual job performance (Bakker et al., 2012; Manzoor et al., 2019). Traditional leadership focuses on workers as the centre of productivity to achieve maximum performance, but today the success of leadership is based on the ability of a leader to empower the potential of workers in performing tasks (Fong & Snape, 2013; Kundu et al., 2019). Empowering leadership becomes an important focus in making every decision by involving individuals so that individuals feel important in achieving successful performance (Alrowwad et al., 2017). Furthermore, the success of the individual performance is the role of leadership that nurtures, motivates, and develops individual competence in careers (Lorinkova et al., 2013; Oedzes et al., 2019).

Proactive work behaviour contributes positively to forming individual personalities and how business performance can be achieved well (Amundsen & Martinsen, 2014; Sun & Emmerik, 2015). Proactive personality reflects a relatively stable dispositional tendency for individuals to control situational forces and actively incite change in their environments (Bateman & Crant, 1993). Empowering leadership and proactive personality can be interpreted as a leadership that can work with the team to identify changes in the business environment (Kim, 2019).

Empowering leadership is an individual's strength in building teamwork towards a successful performance process (Han et al., 2019). The gap phenomenon found was a gap in the leadership of the Minang migrants who were members of the Minang Family Migrants in building entrepreneurship in Purwokerto-Central Java. The Minangkabau ethnic or better known as the Minang people (in general often called the "Padang people" or "urang awak"), is an ethnic group that refers to the Minang culture. The nickname "the Padang people" refers to the capital city of the province of West Sumatra. The Minang (Minangkabau) tribe is a term for a tribe that upholds Minangkabau customs (Hastuti et al., 2015). The migration tradition of the Minang people is to leave their homeland and settle in another place that is considered to provide a decent life (Akmal & Nurwianti, 2009).

Other constructs such as psychological capital contribute to building the relationship between leadership empowerment and performance (Zhang & Bartol, 2010). Psychological capital contributes positively to individual performance. This is explained in the study Peng & Choong (2019) that the psychological capital construct influences individual performance. Psychological capital as a mediating variable explains the effect of empowering leadership in improving individual performance. However, very few studies explain about construct, it is discussed in other studies about factors that encourage individuals psychologically and proactively in successful performance (Bakker et al., 2012; Bouckenooghe et al., 2015). Therefore, the importance of psychological capital to be investigated in this study is to support individual performance in increasing competency competitiveness so that this construct contributes to individual success in entrepreneurship (Luthans & Chaffin, 2019; Peng et al., 2019). The critical question is how to implement psychological capital as a mediating variable that contributes to developing individual abilities. It becomes an essential dimension in measuring performance success (Hazan & Miller, 2019; Kim et al., 2019).

Based on empirical and theoretical studies, psychological capital can play a role as a construct that shows the capacity of positive psychology so that individual attitudes and behaviours become strengths in making changes in the organisational environment (Luthans et al., 2007; Peterson et al., 2011). This observation can be seen from the leadership attitude of Minang migrants in protecting individual performance, which is not yet providing self-reinforcement independently in improving performance. It means the leadership model built by Minang migrants has not been integrated between one unit and another so that the acceleration of knowledge results in the individual's inability to improve performance (Guhr et al., 2019). This research provides a theoretical contribution in increasing knowledge, specifically the role of psychological capital as one of the leadership skills to improve individual performance. Conceptually, the workers can link the proactive dimension and empowering leadership as a motivational effort that improves individual performance (Kim & Beehr, 2018). The purpose of this study is to design a basic theoretical model and an empirical model in building novelty constructs.

Proactive Personality and Empowering Leadership

The proactive personality behaviour of employees reflects the complementary tendencies and actions taken by individuals to shape themselves and their environment (Bateman & Crant, 1993; Grant & Ashford, 2008). Some literature explains that employees' proactive personality appears as a form of active action for the company's advancement, so that proactive employees are also responsible (Bateman & Crant, 1993). Employees' proactive personal work behaviour positively contributes to individual personalities in the workplace, how well business performance can be achieved (Amundsen & Martinsen, 2014; Sun & Emmerik, 2015).

The proactive personality of employees reflects a relatively stable dispositional tendency for individuals to control situational forces and actively encourage change in their environment (Bateman & Crant, 1993). Proactive personality explains a broad meaning so that proactive is attached to employees. Proactive personality indicates employee attitudes and proactive behaviour and cognition (Seibert et al., 2001). The proactive personality scale has been one of the most widely used measures of proactive tendencies (Bateman & Crant, 1993). A proactive personality shows an individual's ability to achieve successful performance (Thomas et al., 2010; Fuller & Marler, 2009). It is necessary to involve an empowering leadership role in individual performance in achieving successful performance, especially decision-making. Leadership seeks to transfer knowledge to workers to be independent (Ahearne et al., 2005).

The relationship between proactive personality and empowering leadership illustrates a positive relationship with the career achievement of workers (Crant, 1996). The influence of proactive personality on empowering leadership is the behaviour of leaders who foster, motivate individuals in improving performance. The individual's proactive attitude reflects the individual's decision-making involvement (Amundsen & Martinsen, 2014; Lorinkova et al., 2013). Thus, we hypothesise that a proactive personality has a positive effect on empowering leadership.

H1: Proactive personality has a positive effect on empowering leadership.

Empowering Leadership and Individual Performance

Empowering leadership behaviour is a style of leader empowerment behaviour (Ahearne et al., 2005). The concept of empowering leadership is given authority and responsibility to employees in performing performance tasks (Amundsen & Martinsen, 2014; Lorinkova et al., 2013; Zhang & Bartol, 2010). Empowering leadership behaviour is related to various work outcomes in research (Ahearne et al., 2005; Raub & Robert, 2010). This is reinforced (Ahearne et al., 2005; Zhang & Bartol, 2010), found that leadership success is based on the ability of leadership to empower potential workers in performing performance tasks.

Leadership empowerment builds the essence of individuals to improve performance success. Individual performance measurement can be considered objectively in terms of work results, but empirically, the direct relationship approach of leadership empowerment with individual performance positively impacts performance success. This shows that leadership that empowers creative workers is considered a positive initiative to improve the autonomy of the working community (Raub & Robert, 2010; Yilmaz, 2015; Fong & Snape, 2013; Kwak & Jackson, 2015), therefore empowering leadership positively influences individual performance (Lee et al., 2018).

H2: Empowering leadership has a positive effect on individual performance.

Empowering Leadership and Psychological Capital

Empowering leadership gives authority and responsibility to employees in performing performance tasks (Amundsen & Martinsen, 2014; Lorinkova et al., 2013; Zhang & Bartol, 2010). Creative, innovative, and motivating provide opportunities in work decision-making (Ahearne et al., 2005; Bresman & Zellmer-Bruhn, 2012). Empowering leadership and psychological capital have a strong relationship in performing tasks (Park et al., 2017). It is explained that the role of psychological capital is crucial to the success of leadership performance in an organisation (Mcmurray et al., 2010).

Empowering leadership in the business environment creates effectiveness in working, in other words, that the work done is not only done by one or two individuals, but the work is done in a structured manner in line with the functions of the tasks in the field of individual tasks to provide convenience in reaching the achievement of job assignments (Cheong et al., 2019). In addition, empowering leadership creates productive independence for individuals to initiate work assignments, be committed, be consistent, and strengthen competition in completing work tasks (Andri et al., 2019).

On the other hand, the trust given by leaders in completing work provides opportunities for employees to be creative and innovative in building successful performance (Martin et al., 2013). Leadership is very influential in influencing individual performance. A study conducted by Jiang (2017) and Morrison (2011) explained that individual success in completing organisational tasks is driven by individual psychological factors, one of which is self-confidence in improving organisational performance. Empowering leadership gives the role of integrating and delegating authority to subdivisions of the organisation to form individuals who are independent and responsible for performance tasks (Martin et al., 2013). Thus, based on theory and recent empirical evidence, we expect that empowering leadership positively relates to psychological capital.

H3: The relationship between empowering leadership has a positive effect on psychological capital.

Psychological Capital and Individual Performance

Psychological capital is a high-level construction supported by four dimensions, self-efficacy, optimism, hope, and resilience (Luthans & Youssef, 2004). The combination of four dimensions of psychological capital have a broader motivational effect and a more substantial impact. Similar to the functions of human capital and social capital, psychological capital functions as a valuable competitive advantage for companies through improving workforce performance (Luthans et al., 2007). Most previous research in the area of organisational behaviour found a strong relationship between psychological capital and various outcomes related to employees, such as work engagement, job performance (manager's values, self-worth, and goals), and work attitudes which are positive (Avey et al., 2011). Positive performance is closely related to and influences psychological individuals in performing performance tasks at work (Sheldon & King, 2001). The positive organisation leads to individuals who think positively to fulfil expectations, have optimism, become resilient, and have the confidence to be part of performing performance tasks in internal organisations so that positive organisational impacts create individual successes and eliminate failures in the organisation (Stajkovic & Luthans, 1998; Carmona-Halty et al., 2019). Having psychological capital fosters the character of individuals who have strong personalities in dealing with various performance problems to deal with task challenges (Luthans et al., 2007). Individual psychological abilities become strengths to develop individuals and organisations (Larson & Luthans, 2007).

H4: Psychological capital has a positive effect on individual performance.

Psychological Capital mediates the Relationship between Empowering Leadership and Individual Performance

Organisations should view such psychological dynamics as a tremendous opportunity that, unlike their common resistance to structural changes, employees are malleable and flexible to positive psychological change and renewal (Luthans & Yousseff, 2004). Once a new organisational and management ideology is focused on positive psychological capital is established, and employees gain trust that their managers genuinely perceive them as the most critical assets, a positive spiral is likely to develop, paving the road for a measurable return on the psychological capital and resulting competitive advantage (Özaralli, 2015).

The success of an individual's performance is determined by the productivity and growth of the organisation. The empowerment of the higher workforce affects the individual's performance, and this productivity is supported by the role of leadership that empowers the workforce in organisational tasks. In the organisational context, leadership is empowering as an essential dimension in making changes in the organisation (Kundu et al., 2019). Leadership responsibility not only gives strength to individuals but empowers individual performance showing a close relationship between individuals and leaders, (Amundsen & Martinsen, 2015) explains that leadership that empowers effectively mediates the effects of psychological capital for improving individual performance, the results of the study show positive effects and significant leadership that empowers individual performance. Empowering leadership is

leadership behaviour that reflects the meaningfulness of individual performance tasks, participation in decision making, trust and independence of individuals in performance tasks. As a result, psychologically, individuals have the power to increase their potential in increasing competitive advantage (Ahearne et al., 2005; Kundu et al., 2019).

The power of psychological capital becomes the mediating role of empowering leadership performance and individual's performance. This is considered adequate because the psychological role between leadership and individuals builds individual attitudes and behaviour (De Klerk & Stander, 2014; Özaralli, 2015). According to Park & Hassan (2018), empowering leadership and psychological roles builds positive effects because leaders in leadership practices have empowered individuals psychologically to make decisions and have self-development in improving individual performance. This past theorising and evidence suggest the following hypothesis.

H5: Psychological capital mediates the relationship between empowering leadership and individual performance.

This study develops concept models that show the relationship between proactive personality and empowering leadership, and individual job performance mediated by the role of psychological capital as a construct that builds relationships between these variables, illustrated in Figure 1.

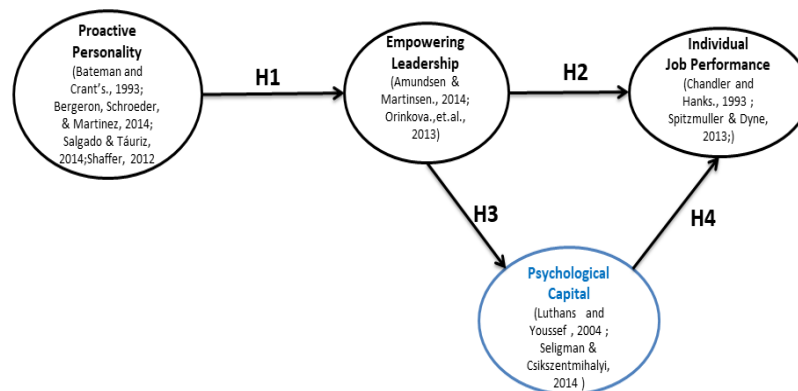


Figure 1. Conceptual Model

METHODS

This study population is Minang Migrants in Banyumas Regency, Purwokerto, Central Java. The research method used for data collection and samples are based on the number of indicators multiplied by 5 to 10 from latent variable indicators (Hair et al., 2010). Furthermore, the sampling technique using purposive sampling, the selection of samples based on specific characteristics in a population with a dominant relationship to be used to achieve research objectives. Data collection and samples were obtained from 215 respondents; 78.7% were male, 31.1% of respondents aged 30-40 and over 51 years were 31.1%, most senior high school students (56.9%). The length of time respondents run their business between 5-10 years is 60.7%, and more than ten years is 39.3%. The businesses they run are culinary (41.9%), fashion (13.9%), photocopying (28.5%), printing (10.1%), and others (5.6%).

The method of data collection using a questionnaire with measurements using a 5-point Likert scale (score 1 is strongly disagree to score 5 is strongly agree). In addition to using the questionnaire, this study also involved respondents in the discussion in getting appropriate and

more profound answers. In this study, several variables are tested, the independent variable, namely the empowering leadership variable of 10 indicators, used to collect respondent data (Arnold et al., 2000; Konczak et al., 2000). Furthermore, there are 17 indicators of proactive personality (Bateman & Crant, 1993). Besides, there are eight indicators in psychological capital as a mediating variable (Luthans et al., 2007). Secondly, the dependent variable is the individual job performance variable of 8 indicators, and all indicators are declared valid (Chandler & Hanks, 1993; Engellandt & Riphahn, 2011; Bayo-Moriones et al., 2020)..

The data analysis used in this study is the Structure Equation Model (Babin et al., 2008). This analytical tool is used because it follows the researcher's needs, namely developing a model and compiling a path diagram which then converts the path diagram into a structural equation. In addition, this analytical tool can evaluate and estimate the model and its interpretation. Nevertheless, the validity and reliability tests were first carried out to determine the validity and reliability coefficients. Furthermore, the results of the validity and reliability tests measure how much influence the instrument item has on the impact of the latent variables it measures.

RESULTS AND DISCUSSION

Data normality testing is based on a multivariate kurtosis value of 4.779 with a critical ratio (CR) of 0.566. This value is within the range of normal multivariate criteria ± 2.58 , which shows normal data. Validity and reliability test (Appendix 1) based on the calculation of construct reliability variables empowering leadership of 0.957, proactive personality 0.972, psychological capital 0.939, and individual job performance 0.944. Meanwhile, the value of Variance Extracted (AVE) for empowering leadership is 0.689, proactive personality 0.673, psychological capital 0.659 and individual job performance 0.677. Value construct reliability meets the criteria cut off value requirements > 0.70 and the extracted variance value meets the cut-off value > 0.50 . Each latent variable meets the reliability criteria.

Furthermore, the model suitability test on the structural equation model (Table 1) shows that a low chi-square value (χ^2) will result in a significance level greater than 0.05, which results in no significant difference between the data covariance matrix and the covariance matrix estimated. The test results obtained a chi-square value of 1038.116, while the CMIN/DF value of 1226 is smaller than (< 2) so that the model fits and is accepted. The RMSEA value in the research model is 0.032, so the model fits and is accepted. However, the GFI value in this research model is 0.829, so the model does not fit. It can be understood that if one of the models on the goodness of fit is acceptable, then there is no need to modify the index on the covariance, and if the researcher wants to get all the goodness of fit feasible, then modify the index on the covariance.

Based on statistical calculations (Table 2), it is shown that the relationship between proactive personality and empowering leadership is 0.415; the relationship between empowering leadership and psychological capital is 0.234; the relationship between psychological capital and individual job performance is 0.295; and the relationship between empowering leadership and individual job performance is 0.470.

Table 1. Absolute Fit Measures

The goodness of Fit Index	Cut off value	Estimate	Evidence
χ^2 -Chi-square	-	1038.116	Non-Goodness Fit
CMIN/DF	≤ 2.00	1.226	Goodness Fit
Probability	≥ 0.05	0.000	Non-Goodness Fit
RMSEA	≤ 0.08	0.032	Goodness Fit
GFI	≥ 0.90	0.829	Non-Goodness Fit

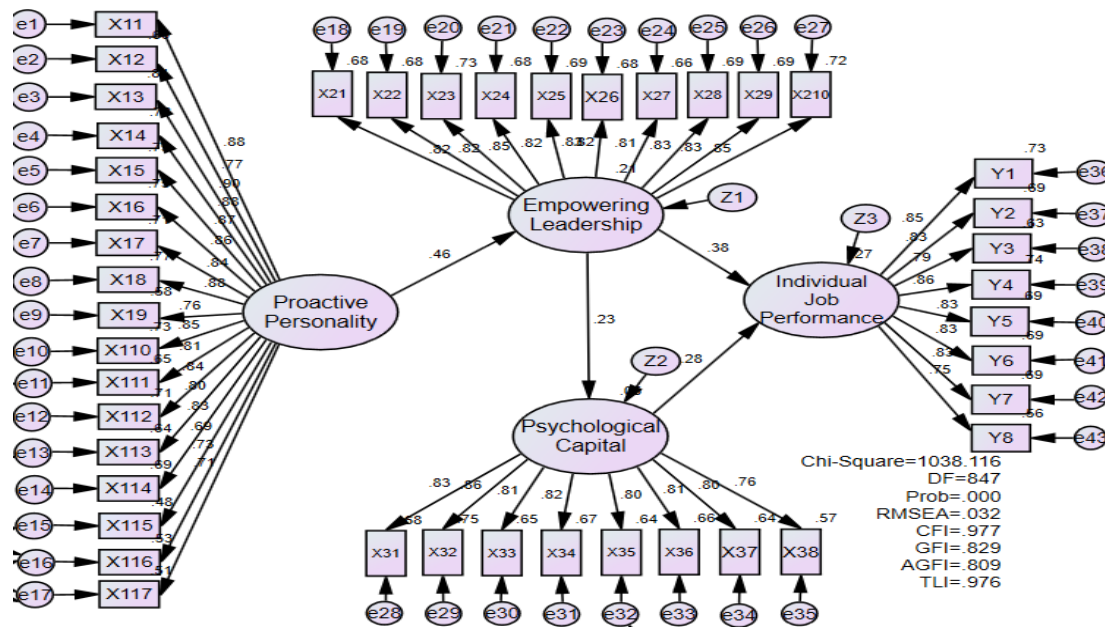


Figure 1. Structural Equation Model

Table 2. Correlation among Construct Score

Construct	Empowering Leadership	Proactive Personality	Psychological Capital	Individual Job Performance
Empowering Leadership	0.000	0.415	0.234	0.470
Proactive Personality	0.415	0.000	0.097	0.195
Psychological Capital	0.234	0.097	0.000	0.295
Individual Job Performance	0.470	0.195	0.295	0.000

Based on Table 3, the statistical tests on the estimated value of the effect of proactive personality on empowering leadership were 0.415, CR value 6.622 and p-value 0.000. It can be concluded that proactive personality has a positive and significant effect on empowering leadership at the 0.05 significance level (hypothesis 1 supported). The results of statistical testing on the estimated value of the influence of empowering leadership on individual job performance is 0.401, CR value of 5.516 and p-value of 0.000. Based on these results, it can be concluded that proven empowering leadership has a positive and significant effect on individual job performance at a significance level of 0.05, which means that hypothesis 2 supported it.

Hypothesis 3 concerns that empowering leadership has a positive effect on psychological capital. The results of statistical testing on the estimated value of the influence were 0.234, CR value of 3.228 and p-value of 0.001. It can be concluded that proven empowering leadership has a significant positive and significant effect on psychological capital

at a significance level of 0.05 (hypothesis 3 supported). Consist with hypothesis 4, the results of statistical testing on the estimated value of the influence of psychological capital on individual job performance amounted to 0.295 CR value 4160 and p-value 0.000. Based on these results, it can be concluded that proven psychological capital has a positive and significant effect on individual job performance at a significance level of 0.05. In the fifth hypothesis test, based on the Sobel test result, the z value is 2.537 because the value of 2.537 is > 1.98, then the fifth hypothesis is supported. It means that psychological capital significantly influences the effect of empowering leadership on individual job performance.

Table 3. Regression Weights

Relationship		Estimate	SE	CR	P	Label
Empowering Leadership	← Proactive Personality	.415	.063	6.622	0.000	Significant
Psychological Capital	← Empowering Leadership	.234	.073	3.228	0.001	Significant
Individual Job Performance	← Psychological Capital	.295	.071	4.160	0.000	Significant
Individual Job Performance	← Empowering Leadership	.401	.073	5.516	0.000	Significant

The Effect of Proactive Personality on Empowering Leadership

According to the results of this study, proactive personality has a positive and significant effect on empowering leadership. These results are consistent with a study conducted by [Cheong et al. \(2019\)](#) and [Lee et al. \(2018\)](#) who stated that leadership that empowers individuals or work actors encourages individuals to contribute to organisational performance. It means the ability to develop ideas and be creative and innovative shows the relationship that leaders and workers empower each other in achieving organisational goals, so workers dare to make decisions on work actions. Empowering leadership is a leader behaviour that nurtures, motivates individuals in improving performance. Individual proactive attitudes reflect performance efforts in individual decision-making involvement ([Han et al., 2019](#); [Amundsen & Martinsen, 2014](#); [Lorinkova et al., 2013](#)). Proactive work actors (such as work attitude, career, creativity and innovation) are individual orientations and challenges to achieve successful performance; changes in individual behaviour will affect changes in the environment in the organisation ([Carsten et al., 2018](#)). Leadership that empowers individuals or work actors encourages individuals to contribute to organisational performance by developing ideas. Being creative and innovative shows that leaders and workers empower each other in achieving organisational goals so that workers dare to make decisions on work actions. ([Cheong et al., 2019](#); [Lee et al., 2018](#)). Personal knowledge and skills become an essential factor determining an individual can act creatively and proactively, significantly improving organisational performance so that efforts to empower organisational structures make it easy for leaders to achieve organisational goals. ([Hakimi et al., 2010](#); [Sharma & Kirkman, 2015](#); [Stewart et al., 2017](#)).

The Effect of Empowering Leadership on Individual Job Performance

The study results stated that empowering leadership had a positive and significant effect on individual job performance. Leaders who can motivate and care and support their employees

will improve the performance of these individuals. This research is in line with the results of research conducted by [Hao et al. \(2018\)](#) explains that empowering leadership behaviour has a positive and significant effect on performance. Empowerment behaviour is a leadership action that is flexible and open to the workers' ideas, thereby increasing opportunities for working people to be more creative and innovative independently. Empowering leadership is a motivating leadership style by delegating authority to work performers; empowering leadership is seen as an interpersonal relationship between leaders and subordinates so that this construct brings workers closer to improving individual performance ([Dijke et al., 2012](#)). The positive impact of leadership reflects the attitudes and behaviours of leaders who provide self-confidence to the workers ([Biemann et al., 2015](#)). In the organisation's context, empowering leadership provides training and emotional support so that workers feel that their workloads can be managed by themselves ([Ahearne et al., 2005](#); [Fong & Snape, 2013](#)).

The Effect of Empowering Leadership on Psychological Capital

The results of the study stated that empowering leadership had a positive and significant effect on psychological capital. These results are consistent with the results of research by [Ahearne et al. \(2005\)](#) which states that empowering leadership emphasises the importance of work assignments, participatory decision-making, and good work outcomes and can overcome obstacles in organisations. Leaders who can motivate and support subordinates will increase the psychological capital of their subordinates, which in turn can improve performance. Psychological capital is a construct that can optimise the function of self-efficacy, optimism, hope and independence in improving individual performance ([Seligman & Csikszentmihalyi, 2014](#)). The empowering leadership relationship with psychological capital enhances individual performance. Empirically empowering leadership reinforces psychological capital to develop themselves independently and positively increase work involvement in organisations ([Park et al., 2017](#); [Ahearne et al., 2005](#)).

The Effect of Psychological Capital on Individual Job Performance

This study stated that psychological capital has a positive and significant effect on individual job performance. Individuals who have positive attitudes and are confident in their ability to complete work will improve their performance. The results of this study are in line with research by [Polatci & Akdogan \(2014\)](#) and [Rabenu et al. \(2017\)](#) that there is a relationship between psychological capital and performance. The high psychological capital of individuals has an impact on achieving better performance. It is explained that individuals with high psychology have the hope and willingness to solve individual problems with hope, optimism, and reliability to achieve successful performance ([Avey et al., 2011](#)). According to [Luthan et al. \(2007\)](#), psychological capacity meets the criteria to be associated with performance. On the other hand, positive organisational behaviour impacts performance results. Therefore, psychological capital construct (positive organisational behaviour) has a positive impact on performance.

Psychological Capital mediates the Relationship between Empowering Leadership and Individual Job Performance

The results shows that psychological capital mediates the relationship between empowering leadership and individual job performance. Leadership empowers individuals who have a high psychological level that will affect organisational performance. Apart from psychological capital as a mediating variable, leadership empowers individuals to create an innovative and innovative attitude towards successful performance. The theoretical implication of this research is that psychological capital is important in building individual characters who respond to difficult conditions, so that psychological capital is a competency in improving individual performance.

CONCLUSIONS

This study proved the integrated and collaborative correlation between proactive personality, empowering leadership, and individual job performance. Each one had a significant effect on the other one, without forgetting the effect on psychological capital. We are also cognizant that this study has some limitations, such as the lack of psychological capital dimensions and the absence of research tackling psychological capital dimensions as a new measurement. For this reason, we encourage future studies that could be done in order to further develop psychology capital factors as constructs that serve the antecedent and consequent variables and even collaborate with other constructs so that the relationship between variables can be strengthened in achieving organisational performance.

Individual performance is a challenge for individuals to gain success. Achievement of the results is driven by individual competence, professional attitude, creativity, and innovation to be the main factors driving individual abilities. However, the success of the individual performance is inseparable from empowering leadership and proactive personality. The role of psychological capital as a mediating variable involves delivering the last variable in achieving individual performance success. The study result implies that the importance of organisations implementing the empowering leadership role that nurtures and encourages individuals to be more creative and innovative to improve performance. Then, empowering leadership behaviour encourages individual attitudes to make changes in performance achievement. Finally, the proactive personality reflects the attitude of individuals who constantly interact between work units in the organisation, so that proactive actions encourage individuals to achieve successful career and performance.

Future studies are expected to further develop psychology capital factors as constructs that serve the antecedent and consequent variables and even collaborate with other constructs to strengthen the relationship between variables in achieving organisational performance. Furthermore, the limitations of this study are the lack of psychological capital dimensions, and further research needs to be done to add dimensions as a new measurement.

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Appendix 1. Construct Reliability and Variance Extracted Measurement

No	Variable	Indikator	Std Loading (Loading Factor)	Standard Loading ²	Measurement Error (1-Std Loading ²)	Contract Reliability	Variance Extracted				
1	Proactive Personality	X11	0.877	0.769	0.231	0.972	0.673				
		X12	0.775	0.601	0.399						
		X13	0.900	0.810	0.190						
		X14	0.881	0.776	0.224						
		X15	0.865	0.748	0.252						
		X16	0.864	0.746	0.254						
		X17	0.841	0.707	0.293						
		X18	0.876	0.767	0.233						
		X19	0.759	0.576	0.424						
		X110	0.855	0.731	0.269						
		X111	0.807	0.651	0.349						
		X112	0.841	0.707	0.293						
		X113	0.801	0.642	0.358						
		X114	0.832	0.692	0.308						
		X115	0.692	0.579	0.521						
		X116	0.725	0.526	0.474						
		X117	0.714	0.510	0.490						
		\sum	13.905	11.439	5.561						
		\sum^2	193.349								
2	Empowering Leadership	X21	0.825	0.681	0.319	0.957	0.689				
		X22	0.823	0.677	0.323						
		X23	0.852	0.726	0.274						
		X24	0.824	0.679	0.321						
		X25	0.828	0.686	0.314						
		X26	0.824	0.679	0.321						
		X27	0.81	0.656	0.344						
		X28	0.831	0.691	0.309						
		X29	0.83	0.689	0.311						
		X210	0.851	0.724	0.276						
				\sum	8.298			6.887	3.113		
				\sum^2	68.857						
3	Psychological Capital	X31	0.826	0.682	0.318	0.939	0.659				
		X32	0.865	0.748	0.252						
		X34	0.821	0.674	0.326						
		X33	0.809	0.654	0.346						
		X36	0.814	0.663	0.337						
		X35	0.797	0.635	0.365						
		X37	0.801	0.642	0.358						
		X38	0.756	0.572	0.428						
				\sum	6.489			5.270	2.730		
				\sum^2	42.11						
4	Individual Job Performance	Y1	0.853	0.728	0.272	0.944	0.677				
		Y2	0.83	0.689	0,311						
		Y3	0.792	0.627	0,373						
		Y4	0.858	0.736	0,264						
		Y5	0.832	0.692	0,308						
		Y6	0.832	0.692	0,308						
		Y7	0.83	0.689	0,311						
		Y8	0.748	0.560	0,440						

No	Variable	Indikator	Std Loading (Loading Factor)	Standard Loading ²	Measurement Error (1-Std Loading ²)	Contract Reliability	Variance Extracted
		Σ	6.58	5.41	2,59		
		Σ^2	43.23				