OPEN ACCESS
World Psychology
Vol. 5 No. 1. February 2026, pp. 108-116 DOI. 10.55849/wp.v5i1.1207

Research Article

THE INFLUENCE OF PSYCHOLOGICAL CAPITAL ON JOB PERFORMANCE AMONG SALESPEOPLE AT PT SI

Karlina[1], Citrawanti Oktavia[2]
[1] Universitas Paramadina Jakarta, Indonesia
[2] Universitas Paramadina Jakarta, Indonesia

Corresponding Author:

Karlina,
Department of Psychology, Faculty of Philosophy and Civilization, Universitas Paramadina Jakarta.
Jl. Raya Mabes Hankam No.Kav 9, Setu, Kec. Cipayung, Kota Jakarta Timur, Daerah Khusus Ibukota Jakarta 13880, Indonesia
Email: karlinasarmadi@gmail.com

Article Info

Received: August 09, 2025
Revised: November 06, 2025
Accepted: January 05, 2026
Online Version: February 17, 2026

Abstract

The growth of the trading and distributor industry in Indonesia has created a highly competitive climate, requiring salespersons to demonstrate adaptive and innovative performance. This study aims to examine the influence of Psychological Capital (PsyCap) on the Job Performance of salespersons at PT SI, an industrial equipment distributor in Cikarang currently facing challenges related to declining performance and fluctuating sales targets. The research design employs a quantitative approach utilizing a census method (saturated sampling), involving 31 salespersons as respondents due to the relatively small population size. The research instruments employed were the Psychological Capital Questionnaire (PCQ) to measure the dimensions of hope, self-efficacy, resilience, and optimism, and the Individual Work Performance Framework (IWPQ) to assess task performance, contextual performance, and counterproductive work behavior. Data analysis was conducted using simple linear regression to predict the influence of the independent variable on the dependent variable. This study is expected to provide empirical insights into the importance of employees' internal psychological aspects in sustaining performance amidst the pressures of the Business to Business (B2B) industry, and serves as a foundation for management to design HR capacity-building strategies that do not rely solely on financial incentives.

Keywords: Business to Business (B2B), Industri Distributor, Job Performance, Psychological Capital, Salesperson

Journal Homepage https://ejournal.staialhikmahpariangan.ac.id/Journal/index.php/wp
How to cite: Karlina, Karlina., Oktavia, C. (2026). The Influence of Psychological Capital on Job Performance Among Salespeople at PT SI. *World Psychology*, *5*(1), 108–116. https://doi.org/10.55849/wp.v4i1.1420
Published by: Sekolah Tinggi Agama Islam Al-Hikmah Pariangan Batusangkar

INTRODUCTION

Indonesia's economic growth recorded a positive trend of 5.03% in 2024, driven by the significant contribution of the wholesale trade sector to the national GDP. This growth has triggered a climate of intense industrial competition, particularly in the Cikarang region. This area is no longer just a national production center but has transformed into the largest industrial hub in Southeast Asia. This massive concentration of industry is indicated by the presence of the Jababeka Area, which houses approximately 1,650 multinational companies from 30 countries. In this hyper-competitive Business-to-Business (B2B) ecosystem, the role of a Salesperson has become crucial. Sales performance no longer depends solely on product quality but rather on the individual salesperson's capacity for adaptation and innovation, as they play a dual role as technical consultants and guardians of long-term customer relationships.

However, reality on the ground shows complex performance challenges. Preliminary research conducted between May 13 and June 10, 2025, involving 17 salespeople in similar industries, identified two dominant performance barriers. First, organizational systems and strategy barriers (65%), which include unrealistic targets, stock limitations, and slow internal bureaucracy. Second, individual capability or skill barriers (41%), specifically difficulties in handling customer rejection and failure to access key decision-makers. The impact of these obstacles is evident at PT SI, where internal company data (2025) recorded an increase in tardiness and absenteeism by 15–20% over the last three years. Despite a downward revision of the 2025 sales targets, the company still suffered an opportunity loss of IDR 24.3 billion. Achievement-based financial incentive strategies implemented by the company have proven ineffective in reversing this trend, suggesting that material incentives alone are often insufficient to boost productivity if employees' psychological aspects are neglected.

Responding to the urgency of these issues, a deep evaluation of Job Performance is an unavoidable strategic step. Job performance is a multidimensional construct comprising three main domains: (1) Task Performance, which is the level of employee proficiency in performing core technical job duties, including planning, prioritization, and work efficiency; (2) Contextual Performance, which refers to voluntary, extra-role behaviors that support the organizational psychological and social environment, such as initiative and adaptability; and (3) Counterproductive Work Behavior (CWB), which consists of intentional behaviors that harm organizational well-being, such as excessive complaining and withdrawal. The decline in performance at PT SI indicates an imbalance in these dimensions, where high target pressure potentially erodes positive contextual behaviors and triggers counterproductive actions like increased absenteeism.

Job Performance is a multidimensional construct comprising three main domains (Koopmans, 2014): Task Performance, Contextual Performance, and Counterproductive Work Behavior. To mitigate instability across these three performance dimensions, internal psychological factors of the individual play a key role, particularly Psychological Capital (PsyCap). Psychological Capital (PsyCap) is defined as a positive psychological state consisting of four synergistic dimensions (HERO) (Luthans et al., 2015): (1) Hope, a positive motivational state based on the interaction between the energy to achieve goals (willpower) and the ability to plan alternative paths (waypower); (2) Self-Efficacy, the self-confidence to mobilize motivation and cognitive resources when facing challenging situations; (3) Resilience, the psychological capacity to bounce back from failure, conflict, or extreme operational pressure; and (4) Optimism, a realistic and positive attribution style regarding future success. In the high-pressure and rejection-filled context of sales, the synergy of these four dimensions serves as a vital internal resource that protects individuals from mental exhaustion and maintains performance consistency.

The significance of PsyCap is reinforced by various empirical studies. Research has found that PsyCap can significantly predict the job performance of medical personnel by 26%. Similar findings have been revealed in the manufacturing sector, highlighting PsyCap as a

factor for sustainable sales performance in the post-pandemic era. Nonetheless, literature specifically examining the influence of PsyCap on salespeople in the technical cutting tools distribution industry in Indonesia remains limited. This profession faces unique dual psychological burdens: strict numerical target demands and the maintenance of customer relationships. Building on this empirical gap, this study aims to examine the influence of Psychological Capital on Job Performance among Salespeople at PT SI.

RESEARCH METHOD

This study employs a quantitative approach to test the significance of the independent variable's influence on the dependent variable using numerical data and statistical analysis. The research design is associative, utilizing simple linear regression analysis to predict the extent of the influence of Psychological Capital (X) on Job Performance (Y). The conceptual framework is based on the assumption that PsyCap dimensions (Hope, Self-Efficacy, Resilience, and Optimism) contribute to performance dimensions (Task Performance, Contextual Performance, and Counterproductive Work Behavior).

Research Design

This study employs a quantitative approach to examine the significance of the independent variable's influence on the dependent variable using numerical data and statistical analysis (Hoang et al., 2025). The research design is associative, utilizing simple linear regression analysis to predict the extent to which Psychological Capital (X) influences Job Performance (Y). The conceptual framework assumes that PsyCap dimensions—comprising Hope, Self-Efficacy, Resilience, and Optimism—contribute significantly to performance dimensions, including Task Performance, Contextual Performance, and Counterproductive Work Behavior.

Research Target/Subject

The population for this study consists of all sales personnel (salespeople) employed at PT SI, totaling 31 individuals based on 2025 personnel data. Given the relatively small population size (under 100 people), a saturated sampling technique (census) was used, where all members of the population serve as research respondents. This sample size of 31 meets the requirements for methodological feasibility, as established theories suggest that a feasible sample size for research is greater than 30 and less than 500. Thus, the number of respondents is considered adequate for statistical hypothesis testing. Inclusion criteria for respondents include being at least 18 years of age, having at least a high school (SMA/SMK) education, and having worked for a minimum of 12 months to ensure they have passed the learning curve and understand the annual sales cycle.

Research Procedure

The research procedures were initiated by screening personnel data to identify respondents who met the age, education, and tenure requirements (El-Ashry et al., 2025). Once the census sample was established, respondents were asked to complete two standardized measurement scales: the Psychological Capital Questionnaire and the Individual Work Performance Questionnaire (Moura Ramos et al., 2025). Following data collection, the information was compiled and subjected to a series of tests, beginning with instrument quality validation, followed by classical assumption testing, and concluding with the primary hypothesis testing using linear regression analysis to produce the final statistical results.

Instruments, and Data Collection Techniques

The independent variable, Psychological Capital, was measured using the Psychological Capital Questionnaire (PCQ). This instrument consists of 24 statements covering four main

dimensions: Self-Efficacy (6 items), Hope (6 items), Resilience (6 items), and Optimism (6 items), utilizing a 1-4 Likert scale (from Strongly Disagree to Strongly Agree). The dependent variable, Job Performance, was measured using the Individual Work Performance Framework (IWPQ). This instrument consists of 18 statements measuring three dimensions: Task Performance (5 items), Contextual Performance (8 items), and Counterproductive Work Behavior (5 items), with a response range on a 0-4 Likert scale (from Never to Often). Validity and reliability tests were conducted prior to data analysis to ensure the internal consistency of the measurement tools.

Data Analysis Technique

Data processing was performed using SPSS version 25.0 software. The analysis procedure began with instrument quality tests (Validity and Reliability), where items were declared valid if the calculated r-value exceeded the r-table value and reliable if the Cronbach's Alpha value was greater than 0.7. Subsequently, classical assumption tests were conducted, including Normality (Kolmogorov-Smirnov), Linearity (Deviation from Linearity), and Heteroscedasticity (Glejser Method) to ensure the regression model was free from bias. Hypothesis testing was carried out using simple linear regression analysis (t-test) with a significance level of 0.05 to determine whether Psychological Capital significantly influences Job Performance, as well as the coefficient of determination (R2) to observe the magnitude of that influence.

RESULTS AND DISCUSSION

This study involved 31 respondents who are salespeople at PT SI, an industrial equipment distribution company in the Cikarang area. The collected data were analyzed using simple linear regression to test the influence of Psychological Capital (PsyCap) on Job Performance, with demographic criteria including all genders (both male and female), a minimum age of 18 years, a minimum education of Senior High School (SMA/SMK) or equivalent, and a minimum work tenure of 1 year.

Analysis Prerequisite Tests Prior to hypothesis testing, the data underwent a series of classical assumption tests to ensure that the resulting regression model meets the criteria for the Best Linear Unbiased Estimator (BLUE).

1. Normality Test
   The normality test is conducted to determine whether the residual values in the regression model are normally distributed.

Table 1: Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		31
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.30322118
Most Extreme Differences	Absolute	.133
	Positive	.133
	Negative	-.129
Test Statistic		.133
Asymp. Sig. (2-tailed)		.175[c]

a. Test distribution is Normall

b. Calculated from data.

c. Lilliefors Significance Correction.

Sumber: Data olah SPSS 25.0

Based on the One-Sample Kolmogorov-Smirnov test, a significance value (Asymp. Sig. 2-tailed) of 0.175 was obtained. This value is greater than the significance level of 0.05. In accordance with the decision-making criteria, if the significance value is greater than 0.05, the residual data is normally distributed (Ghozali, 2018).

2. Linearity Test

   The linearity test aims to determine whether the relationship between the independent variable and the dependent variable is linear.

Table 2: Linearity Test Results

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
JP * PSYCAP	Between Groups	(Combined)	605.152	8	75.644	6.051	.000
		Linearity	552.855	1	552.855	44.222	.000
		Deviation from Linearity	52.296	7	7.471	.598	.751
	Within Groups		275.042	22	12.502		
	Total		880.194	30			

Sumber: Data olah SPSS 25.0

The Deviation from Linearity test produced a significance value of 0.751. This value is greater than 0.05. Therefore, it can be concluded that there is a significantly linear relationship between the psychological capital variable and the job performance variable (Ghozali, 2018).

3. Heteroscedasticity Test

   The heteroscedasticity test is conducted to ensure that there is no inequality of variance from the residuals of one observation to another in the regression model.

Table 3: Heteroscedasticity Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.484	1	3.484	.644	.429[b]
	Residual	156.979	29	5.413		
	Total	160.463	30			

a. Dependent Variable: abs_RES

b. Predictors: (Constant), PSYCAP

Sumber: Data olah SPSS 25.0

The Glejser test shows a significance value of 0.429. This significance value is greater than 0.05. Thus, the regression model is free from heteroscedasticity issues and possesses homogeneous residual variance. A good regression model is one that exhibits homoscedasticity or where heteroscedasticity does not occur (Ghozali, 2018).

Hypothesis Testing. The influence of Psychological Capital on Job Performance was tested using simple linear regression analysis (Peimankar et al., 2025). A summary of the analysis results is presented in the following table:

Table 4: Summary of Simple Linear Regression Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	552.855	1	552.855	48.979	.000[b]
	Residual	327.338	29	11.288		

Total	880.194	30			

a. Dependent Variable: JP

b. Predictors: (Constant), PSYCAP

Sumber: Data olah SPSS 25.0

Based on Table 4, the significance value (Sig.) is 0.000. Consequently, it can be concluded that Psychological Capital (PsyCap) has a positive and significant influence on Job Performance (JP), thus the Alternative Hypothesis (H_1) is accepted and H_0 is rejected.

Based on the Model Summary table, the R Square (R2) value is 0.628. This indicates that the Psychological Capital variable contributes 62.8% to the Job Performance variable, while the remaining 37.2% (100% - 62.8%) is influenced by other variables outside the scope of this research model.

1. The Role of Psychological Capital as a Performance Predictor

   The statistical findings in this study confirm that Psychological Capital (PsyCap) is not merely a supplementary variable but rather the primary foundation for salesperson performance in the cutting tools distribution industry. The 62.8% influence contribution indicates that in a high-pressure work environment like PT SI, an individual's internal psychological capacity plays a more crucial role than external factors alone. This result is in line with the theory by Luthans et al. (2015), which found that individuals with high psychological capital tend to demonstrate superior performance. In the context of Job Performance, defined by Koopmans et al. (2014) as a combination of task performance, contextual performance, and low counterproductive work behavior, PsyCap functions as internal fuel. Employees with high PsyCap possess better self-regulation mechanisms; thus, they do not only focus on completing core duties (task performance) but are also able to contribute positively to the social work environment (contextual performance) and refrain from negative behaviors (counterproductive work behavior) when facing pressure.

2. Dynamics of HERO Dimensions in B2B Sales Context

   The high influence of PsyCap can be explained through the dynamics of its four dimensions (HERO: Hope, Efficacy, Resilience, Optimism) within the hyper-competitive context of a salesperson's job at PT SI. The dimensions of resilience and optimism serve as a mental shield for salespeople at PT SI, a profession that frequently faces customer rejection and escalating targets. The resilience dimension allows them to "bounce back" from failed negotiations without losing motivation. Supported by optimism, they frame such failures as temporary external situations rather than permanent personal failures. This prevents demovitation that leads to decreased performance. Furthermore, the dimensions of hope and self-efficacy act as target drivers. In the B2B market, the salesperson functions as a technical consultant. High self-efficacy provides the confidence that they can master the complex technical specifications of cutting tool products. Meanwhile, the hope dimension provides "waypower" (the ability to find alternative paths) when initial sales strategies reach a deadlock.

3. Limitations of Financial Incentives and the Urgency of Strengthening PsyCap

   This study also provides an empirical answer to the phenomenon at PT SI, where increased financial incentives failed to consistently boost sales target achievement. Referring to the Conservation of Resources (COR) theory, individuals strive to acquire and maintain resources to prevent stress. Financial incentives are external resources. However, without adequate internal resources (Psychological Capital), salespeople will experience psychological exhaustion (burnout) when facing high target pressures. These findings imply that organizational strategy must not rely solely on extrinsic motivation (bonuses/salary) but must invest in building employees' psychological capacity. Employees with high PsyCap will view high targets as an adrenaline-triggering challenge

(eustress) rather than a paralyzing threat (distress), which will ultimately influence the salesperson's job performance.

CONCLUSION

This study concludes that Psychological Capital (PsyCap) has a positive and significant influence on the Job Performance of salespeople at PT SI, with a dominant contribution of 62.8%. This proves that internal psychological capacity—comprising hope, self-efficacy, resilience, and optimism—serves as a primary foundation that is more crucial than external factors alone. These four dimensions work synergistically as a self-defense mechanism: resilience and optimism act as mental shields for bouncing back from customer rejection, while hope and self-efficacy drive the motivation to find alternative solutions when sales strategies reach a deadlock.

These findings provide an empirical explanation for the ineffectiveness of financial incentive strategies at PT SI, where increased bonuses have failed to consistently boost target achievement. Based on the Conservation of Resources (COR) theory, monetary incentives are merely external resources that are not strong enough to withstand high workloads without the support of adequate internal resources. Consequently, salespeople with high PsyCap are able to shift their perception of target pressure from a threat (distress) to a positive challenge (eustress). Therefore, future corporate strategies must shift from purely transactional approaches toward investing in building employees' psychological capacity to enhance overall job performance.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.
Author 2: Conceptualization; Data curation; In-vestigation.

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

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