

The role of psychology capital, knowledge sharing and commitment toward managers' performance in manufacturing company

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ABSTRACT

The performance of the manufacturing industry lies in the managers who hold crucial roles. In the revolution industry, data or knowledge holds an important role besides managers' commitment to work optimally. As intrinsic factors, psychological capital is fundamental for managers' behavior such as commitment and initiative to share knowledge that simultaneously enables managers' performance. This research aimed to find the psychology capital's effect on managers' performance in manufacturing companies by taking into account sharing knowledge and organization commitment as moderation. Hypothesis testing was done by using data measured with a Likert Scale from 208 managers of a manufacturing company as a representative from each company stationed in the Indonesia Stock Exchange. The results of empirical testing using SEM Lisrel shows that psychological capital affects performance moderated by a variable such as managers' commitment and knowledge sharing. Based on affected value, the initiative to share knowledge gives greater value to the correlation between psychological capital and managers' performance in manufacturing companies; compared to commitment. Manufacturing practitioners should be able to facilitate a conducive climate to encourage their managers to share knowledge voluntarily so that the decision-making process and performance are better.

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1. Introduction

Purchasing Manager Index (PMI) Indonesian Manufacturing S&P dropped to 51.2 in February 2023 from the highest value in three months in January to 51.3. PMI index is used as a reference for investors in manufacturing industries and becomes a leading indicator for economic condition as a whole. PMI Manufacturing measures the performance of manufacturing sectors from a survey of 400 managers of the biggest manufacturing companies in Indonesia (*tradingeconomics.com*, 2023).

The performance of manufacturing companies is closely related to managers' performance. Xue et al. (2020) surveyed managers of petrochemical manufacturing companies in China and found that the wise leadership of senior management positively affects the working safety behavior which also affects the company's performance. Then Heyden (2020) found that radical changes in the company which provide chances for marketing functional managers; to participate in product innovation and new services; positively affect the performance and competitiveness of manufacturing companies. In a critical situation, innovation can be initiated by middle managers and implemented by other managers. Hung & Wang, (2012) studied managers' performance in 367 manufacturing companies, 199 high-tech companies, and 168 companies that can maintain growing concerns in Taiwan. The results conclude that top managers can improve the company's performance by merging with other subordinate units to reach ongoing performance. Furthermore, Tsuruta (2020) studies the UMKM managers' performance in Japan in the succession process from senior managers to younger managers. The results show that the succession process by collaborating will improve the company's growth.

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Given the importance of managers' performance some of its determinants are interesting topics for researchers such as Qin & Wang, (2022) found that commitment can achieve innovative project performance by increasing interaction using validated knowledge. The same findings by C. Li et al., (2022) stated that the commitment factor moderated the relationship of formal control on the achievement of public-private partnership projects. Besides the commitment variable, Cujean (2019) found that sharing ideas or knowledge becomes a factor that determines managers' performance. Similar to this finding Stephen et al. (2020) discovered that sharing knowledge significantly affects the performance of UMKM innovation in Nigeria. Exchanging information and knowledge between subordinates and leaders, provide advantages to either individuals or organizations (Shields & Shields, 1998). Managerial performance is related to the psychological capital factor. Esfandabadi et al., (2015) found that psychological capital improves business orientation and implicates the managers' performance. Psychological capital has a fundamental role as a psychological mechanism to lessen the negative emotion and improve the positive emotion to work better (Lee et al., 2022). Research by Akbaba and Altındağ (2016) through a survey of a family company in Turkey empirically proves that psychological capital and a conducive company climate significantly affect performance. Some researchers in the organizational behavior literature have also provided empirical evidence of a strong relationship between psychological capital and managerial performance (Luthans et al., 2005; Little et al., 2007; Gooty et al., 2009). An individual with good psychological capital will have a higher success probability in every work. The better the psychological capital, the better the performance achieved would be (Luthans et al., 2007). In the educational context, the psychological capital factor also determines the students' entrepreneurial performance (Mahfud et al., 2019). The same finding (Jin, 2017) stated that psychological capital determines the entrepreneur performance of young start-ups. Moreover, there is a positive correlation between psychological capital and management commitment to influence performance in a safety context behavior (Ye et al., 2019). Several studies outline the importance of the measure managers' performance in companies mainly manufacturing sectors because they support a country's development. The objective of this study is to identify the determinants of managers' performance in a manufacturing company from aspects such as knowledge sharing, psychological capital, and managers' commitment itself. This study is in line with bibliometrics that states psychological capital is the mechanism that underlies the relations between variables within the organization (Goswami & Goswami, 2022). Therefore, psychological capital, in this study, is regarded as a motivational fundamental in sharing individual knowledge and commitment so it can be the main driver of managers' performance.

2. Literature Review

2.1 Psychological Capital

Psychological capital is a basis for the researchers to widen the research's scope on positive organizational behavior. To put it simply, psychological capital can be understood from the questions "Who are you?" and "What will you do to achieve positive organization?" (Luthans et al., 2005). It is different from the human capital question "What do you know?", the social capital question "Whom do you know?" and the financial capital question "What do you have?" (Luthans et al., 2007). Psychological capital is described as the positive psychological state of an employee to help develop and perform well, possessing four dimensions such as self-efficacy, optimism, hope, and resiliency (Ahmad et al., 2020).

2.2 Management Commitment

Managerial commitment, according to Li and Griffin (2022) is a manager's psychological state that can be improved with skills and a manager's ability. The level of management commitment indicates that the organization has a positive culture that can increase organizational performance. Employee commitment is defined as the sense of belonging they feel towards the company and it will create a strong psychological dependence effect on their workplace (García-rodríguez et al., 2020). Commitment means behavior following a set of values and cultural integrity, as well as the willingness to expand all resources to participate in company activities.

2.3 Knowledge sharing

Knowledge sharing refers to the transfer of knowledge through several channels from one individual or one company to others (Stephen et al., 2020). Knowledge is an awareness of something, and it is perceived as information, understanding, or skills attained by someone from education or experience. However, knowledge sharing is perceived as something unusual because people tend to keep their knowledge to themselves for its value and importance. Knowledge sharing occurs if there is a positive assumption expected in the group such as recognition of contributions or due by expected rewards (Maitlo et al., 2017). Knowledge sharing concerns individual willingness to share the knowledge they have or create with others. (Forces et al., 2013). Knowledge sharing involves social interaction process and sharing experience between owners and beneficiaries in the organization (Panahi et al., 2012)

2.5 Manager Performance

Managers' performance reflects on aspects required from the organization. Its criteria include technical competence, planning, training, skills to delegate tasks/responsibilities, motivation, communication, decision-making process, and

overall performance (Murtha, 1992). Managers' performance according to Peixoto et al., (2020) is meant to manage organizational performance resulting from organizational activities including performance and task measurement, and it also involves the process of measuring performance based on these performance indicators.

2.6 Psychological Capital and Knowledge Sharing

Effective knowledge sharing cannot be forced. A company that wishes to improve its performance by relying on knowledge sharing should encourage the sharing behavior by providing an organizational climate to work together. A company should not rely on an external factor such as a psychological factor, but it should create a motivational factor such as a psychological factor so that an individual would be willing to share knowledge with others (Forces et al., 2013). The same finding by Maitlo et al., (2017) states that psychological capital has dimensions such as efficacy, resilience, and expectancy which are associated with sharing behavior from fellow researchers at a public university.

2.7 Psychological Capital and Commitment

A finding by McMurray et al. (2010) shows positive and significant effect of employee commitment and psychological capital. The same evidence were also found from SEM-based testing by Ribeiro et al., (2021) who found a relationship between psychological capital and affective commitment. The research evidence from (Singhal & Rastogi, 2018) shows that PsyCap is a main predictor for employee commitment.

2.8 Psychological Capital and Managers' Commitment

A study by Venkatesh and Blaskovich, (2010), Simons and Buitendach (2013), and Etebarian et al., (2012) provides an argument and proves that psychological capital becomes the main determinant of managers' performance. Further, Avey et al., (2010) found that managers' performance viewed from a financial aspect is very determined by psychological capital. Moreover, marketing performance is also closely related to psychological capital (Dinh Tho et al., 2014). Psychological capital and social capital significantly affect the entrepreneurial performance of the new generation of rural migrant entrepreneurs in China and are positively correlated with innovation (Ma et al., 2022).

2.9 Commitment and Managers' Performance

Organizational commitment is positively associated with professional accounting performance in Taiwan and America (Chen & Silverthorne, 2005). Then, Oyewobi et al. (2019) also found that commitment to the organization (affective) is strongly related to the organizational performance of professional female constructors. Using information and knowledge is very important to create employee performance and innovation which include creative production process, promotion, and implementation. Knowledge sharing has a role in increasing the innovation power and performance of technical workers (Qiu et al., 2015).

2.10 Knowledge Sharing and Managers' Performance

Müller et al. (2020) who conducted a study on the supply chain context found that knowledge sharing has a significant role in increasing the efficiency of the supply chain ecosystem. Yuan et al. (2019) found that logistic companies found that sharing knowledge will increase performance by reducing logistic routes that do not have added value to achieve efficiency. According to Maitlo et al. (2017), a competitive entity needs knowledge sharing as a means and important process of knowledge management. Managers' competency to increase knowledge sharing affects the increase of employee performance, even their loyalty (Swanson et al., 2020).

2.12 Psychological Capital, Knowledge Sharing, and Managers' Performance

Employee knowledge is a variable of psychological capital intermediate effect on innovation performance (Ge et al., 2022). Testing done on 347 technical managers found empirical proof that employees' psychological capital significantly affects innovation performance, and this effect will be better if it is mediated by the knowledge-sharing variable. A company must pay attention to the psychological capital factor in creating a learning organization atmosphere to fix and increase the decision-making skill and employee innovation performance (Qiu et al., 2015).

2.11 Psychological Capital, Commitment, and Managers' Performance

In an unclear situation due to Covid-19, psychological capital factors can affect commitment through work satisfaction (Li & Griffin, 2022). Psychological capital is related to a positive aspect of individual behavior and organizational performance (Ahmad et al., 2020). Psychological capital can increase involvement (commitment) which also implicates performance (Giancaspro & Callea, 2022).

Based on patterns of relationship that determine managers' performance, the conceptual framework can be seen below.

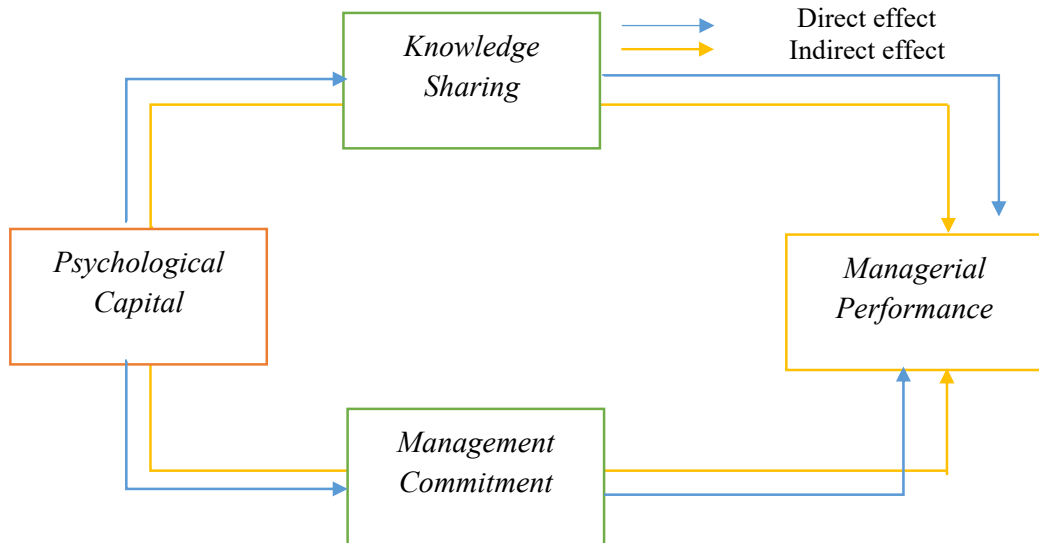


Fig. 1. Schematic Framework

2.11 Hypothesis

- Hypothesis 1:** Psychological capital has a positive and significant effect on knowledge sharing.
- Hypothesis 2:** Psychological capital has a positive and significant effect on managers’ commitment.
- Hypothesis 3:** Psychological capital has a positive and significant effect on managers’ performance.
- Hypothesis 4:** Managers’ commitment has a positive and significant effect on Managers’ performance.
- Hypothesis 5:** Knowledge sharing has a positive and significant effect on Managers’ performance.
- Hypothesis 6:** Psychological capital has a positive and significant effect on Managers’ performance through knowledge sharing.
- Hypothesis 7:** Psychological capital has a positive and significant effect on Managers’ performance through management commitment.

3. Research Method

3.1 Population and Sample

The population is managers from 183 manufacturing companies listed on the IDX until December 31, 2021. From this population, a sample of 108 managers is obtained from each manufacturing company listed on the IDX.

3.2 Operationalization of Research Variables

Variables, dimensions and scale of measurement as research operationalization can be described below:

Table 1
Operationalization of Variables

Variable(s)	Dimension(s)	Scale
Psychological capital	Self Efficacy	Ordinal
	Expectancy	Ordinal
	Optimism	Ordinal
	Resiliency	Ordinal
Knowledge sharing	Social interaction	Ordinal
	Experience and Operational sharing	Ordinal
Managers commitment	Affective/emotional attachment	Ordinal
	Sustainable	Ordinal
	Normative/Responsibility	Ordinal
Managers performance	Planning	Ordinal
	Coordination	Ordinal
	Evaluation	Ordinal
	Investigation	Ordinal
	Supervision	Ordinal
	Staff selection	Ordinal
	Negotiation	Ordinal
	Representative	Ordinal

4. Research Results and Elaboration

4.1 Validity and Reliability Test

Validity and reliability test using confirmatory factor analysis (CFA). CFA aims to describe how well each indicator or metric can be used as a tool to measure latent. The CFA test will statistically measure the level of validity and reliability of indicators and variable dimensions.

Table 2
Confirmatory Factor Analysis

Variable/Dimension/Indicator	SFL > 0.5	Error	CR > 0.7	VE > 0.5	Summary
Psychological capital			0.73	0.56	Reliable
PLC1			0.70	0.56	Reliable
PLC11	0.68	0.54			Valid
PLC12	0.66	0.56			Valid
PLC13	0.64	0.58			Valid
PLC2			0.72	0.58	Reliable
PLC21	0.68	0.54			Valid
PLC22	0.70	0.52			Valid
PLC23	0.75	0.44			Valid
PLC3			0.74	0.50	Reliable
PLC31	0.78	0.40			Valid
PLC32	0.67	0.55			Valid
PLC33	0.70	0.52			Valid
PLC4			0.70	0.52	Reliable
PLC41	0.69	0.52			Valid
PLC42	0.70	0.51			Valid
PLC43	0.66	0.57			Valid
Knowledge sharing			0.91	0.990	Reliable
KLS1	0.90	0.15			Valid
KLS 2	0.90	0.16			Valid
Managers commitment			0.81	0.66	Reliable
MGC1			0.80	0.57	Reliable
MGC12	0.77	0.41			Valid
MGC13	0.73	0.47			Valid
MGC14	0.83	0.31			Valid
MGC2			0.78	0.53	Reliable
MGC21	0.84	0.30			Valid
MGC22	0.65	0.58			Valid
MGC23	0.64	0.59			Valid
MGC3			0.76	0.52	Reliable
MGC31	0.65	0.58			Valid
MGC32	0.78	0.40			Valid
MGC33	0.72	0.48			Valid
MPF			0.86	0.76	Reliable
MPF1	0.87	0.25			Valid
MPF2	0.82	0.34			Valid
MPF3	0.83	0.31			Valid
MPF4	0.89	0.21			Valid
MPF5	0.90	0.19			Valid
MPF6	0.87	0.24			Valid
MPF7	0.76	0.42			Valid
MPF8	0.72	0.48			Valid

Source: Research Data (2023)

4.2 Structural Model Fit and Hypothesis Testing

All indicators have been declared valid and reliable for measuring study variables. Here are the estimation results for the full structural model:

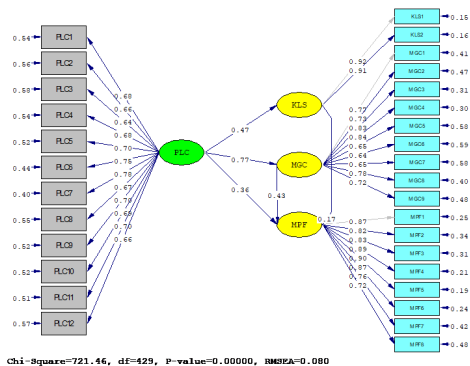


Fig. 2. Comprehensive Solution Structural Model Diagram

Source: Processed Data (2023)

Evaluation of the suitability of the model is carried out by comparing the results of the model estimation with the recommended fit value index values as presented in the following table:

Table 3
Model Fit Test

No	Match Criteria	Target Model Fit Rate	Model Estimation Results	Model Fit Rate
1	RMSEA	Should be ≤ 0.08	0.080	Fit
2	SRMR	Should be ≤ 0.05	0.038	Fit
3	NFI	Should be ≥ 0.90	0.930	Fit
4	NNFI	Should be ≥ 0.90	0.970	Fit
5	CFI	Should be ≥ 0.90	0.970	Fit
6	IFI	Should be ≥ 0.90	0.970	Fit
7	RFI	Should be ≥ 0.90	0.930	Fit

Source: Results of data processing (2023)

From the table above, the overall model fit test results are sufficient to satisfy the required fit index rule. The results of statistical tests measuring the structural model in this study are shown in the following formulas:

$$\eta_1 = 0.47 \times \xi_1 + 0.78$$

$$\eta_2 = 0.77 \times \xi_1 + 0.41$$

$$\eta_3 = 0.36 \times \xi_1 + 0.40$$

$$\eta_3 = 0.17 \times \eta_1 + 0.43 \times \eta_2 + 0.36 \times \xi_1 + 0.30$$

- ξ_1 = Psychological capital
 η_1 = Knowledge sharing
 η_2 = Managers' commitment
 η_3 = Managers' performance

4.3 Path Coefficient Analysis

The estimation result of the path coefficient is seen below.

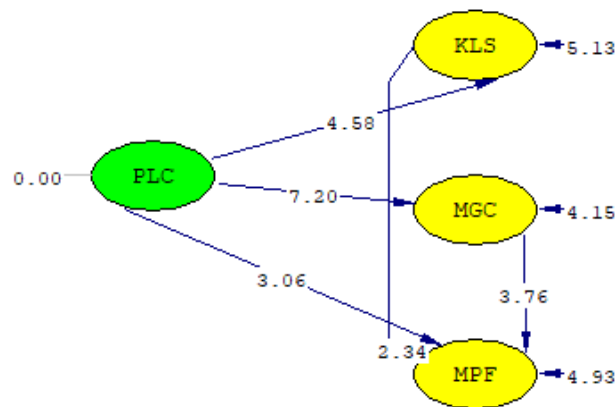


Fig. 3. The estimation result of the Path Coefficient
(Result of data processing, 2023)

Table 4
Summary of Hypothesis Testing Results

Alternative Hypothesis (Ha)	Path (Relationship)	t count score (≥ 1.98)	Effect			Conclusion Hypothesis alternative (H1)
			Direct	Indirect	Total	
H1	PLC→KLS	4.58	0.47	-	0.47	Accepted
H2	PLC→MGC	7.20	0.77	-	0.77	Accepted
H3	PLC→MPF	3.06	0.36	-	0.36	Accepted
H4	KLS→MPF	2.34	0.17	-	0.17	Rejected
H5	MGC→MPF	3.76	0.43	-	0.43	Accepted
H6	PLC→KLS→MPF		0.36	$(0.36 \times 0.17) = 0.061$	0.42	Accepted
H7	PLC→MGC→MPF		0.36	$(0.36 \times 0.43) = 0.155$	0.51	Accepted

Source: Result of data processing (2023)

4.3.1 *Psychological Capital and Knowledge Sharing*

It is found that psychological capital strongly affects knowledge sharing. Through an interview, managers of a manufacturing company revealed that although there are rules and means of media to share information supported with technology, it was simply done as compliance, without intrinsic awareness. Psychological capital, a conducive environment, and incentives are factors that motivate them to share information internally. This interview result and hypothesis testing are in line with Forces et al., (2013) and Maitlo et al., (2017) who found that the knowledge-sharing initiative strongly determined the psychological capital of the managers involved.

4.3.2 *Psychological Capital and Commitment*

Hypothesis testing shows that psychological capital strongly affects commitment. Psychological capital proved to be able to give good emotions for managers of manufacturing companies to keep working and contributing for its entity to face the ordeal ahead. The tasks in manufacturing companies are relatively complex and demand high dedication even more because of the industrial revolution with technological content so they require efficiency, optimism, expectancy, and resiliency. Top managers should provide counseling or other awareness to increase psychological capital. This finding is in line with McMurray et al. (2010), Ribeiro et al. (2021) and Singhal and Rastogi (2018) who also concluded that psychological capital is very important to create and grow intrinsic managers' commitment.

4.3.3 *Psychological Capital and Managers' Performance*

Managers' performance in a manufacturing company is an accumulation of personal actions and behaviors. Psychological capital is a latent factor as a person that determines managers want to take action, lead, and involve in the manufacturing process. Managers in this study stated that psychological capital is the one thing that makes them more adaptive and willing to perform their best even though uncertainties often occur in manufacturing industries. This finding supports the findings by Venkatesh and Blaskovich, (2010), Simons & Buitendach, (2013), Etebarian et al., (2012), Avey et al., (2010), (Dinh Tho et al., 2014) and China (Ma et al., 2022) who placed psychological capital as a dominant determiner of managers performance in the organization.

4.3.4 *Knowledge Sharing and Managers' Performance*

Knowledge becomes a competitive advantage for companies to exploit. Knowledge sharing will make managers more exposed to knowledge to better the decisions made and the performance. This finding stated that knowledge sharing strongly affects managers' performance. It stresses that the manufacturing industry still relies on knowledge in every operational activity leading to a performance. This finding supports findings by Müller et al. (2020), Yuan et al (2019), Maitlo et al. (2017) and (Swanson et al., 2020) who stated that knowledge sharing to all managers in the organization becomes an enabler that supports managers performance.

4.3.5 *Commitment and Managers' Performance*

Commitment shows how valuable an organization is to the managers which will logically contribute to the performance. It is proven by managers from the survey who confirm the role of commitment towards performance; starting from the recruitment process for a certain position to the employee lay-off process; commitment is always the key reason. This finding further affirms that the behavior of committed people prioritizes the goal of the organization so they will give the best performance in their daily activities. This finding supports the finding by Chen & Silverthorne, (2005), Oyewobi et al., (2019), and Qiu et al., (2015).

4.3.6 *Psychological Capital, Knowledge Sharing, and Managers Performance*

Psychological Capital is a trigger of knowledge sharing in manufacturing companies. The growth of knowledge-based companies in managers' actions will make the decision-making process better and managers' performance will also become better. This quantitative finding is in line with social exchange theories and the perspective of positive organizational behavior in studies by Li and Griffin, (2022) Ahmad et al. (2020), and Giancaspro and Callea (2022).

4.3.7 *Psychological Capital, Commitment, and Managers' Performance*

This finding affirms the existence of the behavioristic concept stated that psychological capital strongly affects managers' performance through commitment. Work performance is a dynamic thing because it involves behavior. Making managers' behavior in line with the main duties and responsibilities requires a commitment concept born from the internal of the managers themselves. The result from the interview also confirms that awareness and better cognitive and affective experience will make the managers perform better. The empirical proof of this hypothesis testing parametrically supports the findings by K. Li & Griffin, (2022), Ahmad et al., (2020), and Giancaspro & Callea, (2022).

5. Conclusion and Recommendation

5.1 Conclusion

Psychological capital is the core of managers' behavior in the organization. The complex performance will become better and optimal if managers' psychological capital supports it. By considering the initiative to share knowledge, the decision-making will be better and more optimal. Mediation of variable commitment to the organization will better the influence of psychological capital on performance because commitment will make managers willing to work better and contribute to the company.

5.2 Suggestions

Practitioners and academicians should grow the psychological capital of the employees since they are accepted in the company through:

- a. Annual counseling and mentoring will create a positive perspective toward every event in the organization. Every manager and employee individually must feel the growth together with their entity.
- b. Evaluation of individual psychological capital related to work satisfaction and comfortable working conditions. Stress control for employees is also useful to grow healthy psychological conditions.

5.3 Limitation

The complexities of managers' performance always give birth to dynamic determinants which are not included in this study like loyalty, competency, experience, the quality of information used, and so on. Manufacturing sectors differ from other industries and they create different generalizations. Moreover, the sample in this study has yet to represent all manufacturing companies in Indonesia, which is only +/- 60% of the total population.

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