

DESCRIPTIVE STUDY ABOUT PSYCHOLOGICAL CAPITAL FOR THE SALES OFFICE HEAD AT PT. ASTRA INTERNATIONAL TBK – HONDA SALES OPERATION

Puji Tania & Rayini Dahesihsari
Atma Jaya Catholic University of Indonesia
puji.tania@atmajaya.ac.id, ray.dahesihsari@atmajaya.ac.id

Abstract

Sales Office Head (SOH) at PT. Astra International.Tbk. - Honda Sales Operation (HSO) has a huge amount of workload that demand them to be independent. As the result, they're giving up easily and have a high tendency to resign. This will bring a bad impact for the company as SOH turnover become more frequent. The concept of psychological capital (Pscycap) approach is assumedly quite suitable to be used in managing human resources in HSO, especially SOH. Pscycap is an approach on positive potential that consists of hope, efficacy, resilience, and optimism that will enable SOH to work optimally, even in a tough situation. Research is conducted on SOH in Honda HSO by using positive pscycap approach that aims to obtain an overview of SOH pscycap at HSO. The study is descriptive and applied research with a quantitative method using convenience sampling technique. Instrument used in this study is psychological capital questionnaire, distributed throughout the 68 SOH respondents. The result indicates that psychological capital of SOH in HSO is at high levels. In accordance with the conditions of SOH's work, the dimensions that need further development the most are the dimension of optimism and resilience.

Keywords: sales office head, psychological capital, positive psychology, psychological capital intervention, turnover

INTRODUCTION

PT. Astra *International*Tbk – *Honda Sales Operation* (HSO) is one of automotive company which is officially recognized by Indonesian government as an agent that sells motor cycle under Honda brand to the entire area of Indonesia. HSO also engage in spare-part import and provide maintenance and repair services for Honda Motor.

Besides HSO, Honda also has several authorized dealers for selling Honda motorcycle brand which are HSO competitors. With the competitors' existence, HSO needs to increase their sales volume as well as service quality. One of HSO strategy to increase their sales and become main dealer, is by doing expansion through opening new branches in all Indonesia's regions. Currently, HSO has eleven regions in Indonesia: Jakarta,

Bali, Palembang, Jambi, Semarang, Yogyakarta, Bengkulu, Pontianak, Makassar, Balikpapan, and Papua. Each region consists of several branches led by *sales office head* (SOH). SOH number for each region is different, depending on the size of that region. This indicates that SOH resource will be needed, given the HSO will do expansion by opening new branches and regions all over Indonesia.

In addition to fulfill demand for new branch SOH, HSO still have to meet unexpected needs such as SOH replacement for SOH turnover in that year. HRD HSO's data shows that since 2011 SOH number which resign is increasing every year but the number of SOH who successfully recruited are not comparable with it.

Based on interview result between researcher and HRD, there are three main causes on high turnover rate of SOH, such

as: the target is deemed too high, Infrastructure limitation, and high turnover rate of subordinates (salesman). Infrastructure limitation was perceived as the biggest problem that cause SOH resignation, especially SOH that is assigned at remote eastern Indonesia branches.

In carrying duties and responsibilities, SOH also has a role to conduct the work of managers in their own branch. They are responsible in branch target fulfillment, creating plan, building sales strategy. However, they have to lead several fields, among others, procurement, finance, administration and human resource which is not immune from problem.

Huge roles and responsibilities give enough pressure to SOH, limited access to head office makes them independent and not rely neither on their supervisor nor head office aid. That view is not only delivered by SOH itself, HRD realize that many unexpected situations are experienced by SOH and led them to difficult condition.

Self confidence, unyielding spirit, as well as optimism is recognized as one of supporting factor for their work, especially when they are facing severe problems. That positive attitude is one of the things that affect their success in carrying out, even an arduous task. In fact, in the middle of arduous task's situation and condition task, cause SOHs are difficult to arouse self confidence in carrying out their work.

SOH is human resource that has self capacity, emotion, potentation, as well as psychological wellness, that could be a psychological capital to solve problem and achieve optimal performance. That positive self capital enables people to rely on themselves to execute their job and facing an unexpected situation in the field. They are required to find any other way that can help them solve the problem, instead of waiting head office aid.

Currently, a company can not rely solely on financial capital as the main capital in the company, it needs to pay

attention that there is other capital which is equally important in the company, namely attitude or behavior capital which contribute to individual and company success. It is called psychological capital (Avolio, Luthans, Youssef, 2006). Psychological capital in the employee will enable them to see any problem they faced from a more positive prespective, thus enabling SOH to give a positive response at suppressing situation they encountered in their work.

Psychological capital (psycap) is one of the positive psychology construct that able to build a positive attitude in a person. Psycap has 4 dimensions that can describe how the state of someone in looking at itself in order to achieve success, they are: (1) hope, that talks about how someone has confidence and expectation to be able to achieve the purpose,(2) efficacy is the self belief in taking and completing a difficult challenge, (3) optimism is a positive attribute about maintaining current and future success, and (4) resilience is the someone's resistance ability in facing adversity, be able to give positive response and make it as the stepping stone.

Hope is focusing on strong inner urge that enables someone to be able to survive and have conviction to achieve and direct him/herself towards a goal. This hope will encourage (have hope) someone to accomplish the task even the arduous one. Hope also indicates that there is an ability to create pathways to actualize a better future. Hope will enable SOH to withstand a problem they experienced, and has the urge to find a way out, though slowly but show a consistent behavior in solving the problem.

While, resilience is how someone can have positive response on a stressful condition (facing a difficulty that has high risk) so that he/she can survive and continue to perform tasks until the goal is achieved. Resilience will allow SOHs to adapt when facing a high-risk stressful situation so that he / she can give positive

response, including arisen inner capacity when experiencing failure or uncertainty.

When faced with a negative event, optimistic person always sees it as something temporary and specific (means will not be applicable in other situation). Optimism is a judgment or objective, positive and realistic belief that we will definitely have positive result in doing our task and assignment. A high optimistic SOH will see a failure or problem from positive perspective. They are not stuck in the past and move forward with positive belief.

Self – efficacy will make SOH has self confidence to complete his/her task even the arduous one. Sense of self belief will arouse SOH spirit and confidence to accept great challenge and set high target. These four psycap dimensions show us how an employee shall keep his/her attitude, motivation, and positive behavior when doing his/her job even in the tough situation

By implementing psycap in a company, human resources not seen as adverse capital, but as a resource who has positive capital for company in running system and reaching company goal. Thus, company not only demand what employee should give to company but also pay attention on employee condition that need to be developed, appreciated, improved, stimulated in order to explore their potentials, arouse their positive emotion, as well as have positive mindset towards company so that it will raise commitment and loyalty even happiness when working for the company (Jones, 2010).

Study result on psycap (Luthans, Norman, Avolio&Avey, 2008) shows that psycap has positive correlation towards working performance, working satisfaction, and organizational commitment and support positive work condition. Another study on psycap (Luthans, Avey&Wernsing, 2008) shows that four psycap dimensions can help someone to give positive response for organization change. Psycap has strong

correlation with employee's positive emotion increment in a company thus it can grow engagement and organizational citizenship in an organization (Luthans, Avey&Wernsing, 2008). Otherwise, psycap has negative correlation towards organizational cynicism and deviance (Luthans, Avey&Wernsing, 2008).

A research is conducted by Youssef, Luthans&Avey (2008) on psycap shows that psycap has negative correlation with resignation desire. Some other researches also show that psycap has positive correlation with leadership (Khan, 2007). It shows that someone's psycap has a role as an effective predictor of leadership. Based on previous explanation, this research is intended to get HSO's psycap representation which consist that four dimensions: (hope, efficacy, resilience, dan optimism).

METHODS

The research type is descriptive and applied research which try to get systematic presentation on a condition which is experienced by a particular group (Hidajat, 2007). Gathered information on various situation aspect, problem, issue, or phenomena can be used as a based on other things such as regulation formulation, administration management, and increment of understanding on phenomena related (Kumar, 2005). This research uses quantitative approach. This approach use statistic descriptive technique for data processing (Kumar, 2005).

In the other words, the research aims to provide overview of a matter, which become research focus based on accurate data and real fact, systematically. Condition which is presented is employees' psychological capital (psycap) presentation who are sales office head in PT. Astra International Tbk – Honda sales operation. The research result will be used as a resource to give intervention, psycap intervention, on sales office head in PT.

Astra International Tbk – Honda Sales Operation.

At the beginning, this research is intended to population research with 128 HSO’s employees, which position is SOH, as respondents. This population research is conducted to get complete picture on SOH’s psycap in PT. Astra International. Tbk – Honda Sales Operation.

As a reality in the fields, not all questionnaires which is distributed to employee are sent back to the researcher considering limited time. Until the deadline, respondents who send back questionnaire are 68 people.

Accidental/convenience sampling is used as sampling technique. Based on sample number quantification technique, at trust level 95% and population number 128 people, the ideal sample number for this research is 97 respondents (Kerlinger, 2005). Therefore, sample number and the sample gathering technique in this research considered as under-represent the actual condition of research population.

Data gathering is conducted using questionnaire research instrument, psychological capital questionnaire, which has been adapted to Indonesia. This questionnaire consists of 24 items with answer interval 1 - 6. Items in this questionnaire represent the four dimensions: hope, efficacy, resilience, optimism.

RESULTS AND DISCUSSION

Sales Operation Head in PT. Astra International. Tbk – Honda Sales Operation is the subject of this test, who are spread all over Indonesia. 68 questionnaires are sent back to researcher and will be used for further data analysis. All of this questionnaires will be used for normality test quantification and respondent overview, as well as categorize general score and each psycap on respondent.

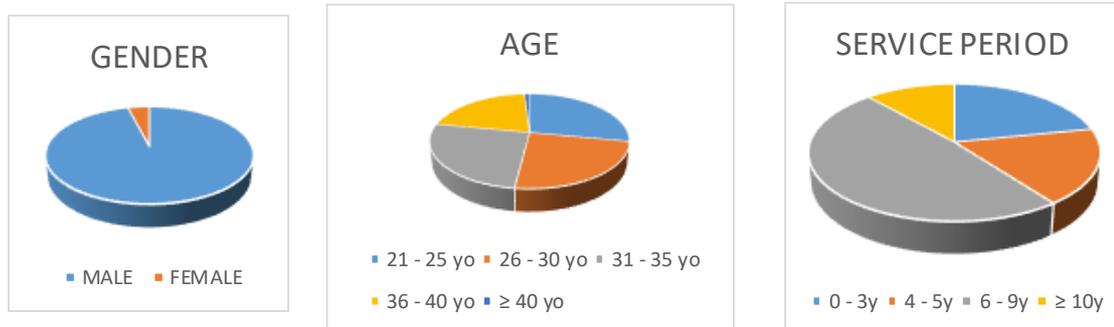


Figure 3.1 Respondent’s demography

Psychological Capital

If it is viewed from each dimension, highest score average is in self-efficacy

and lowest score average is in optimism. Following are psycap profile overview of SOH in HSO:

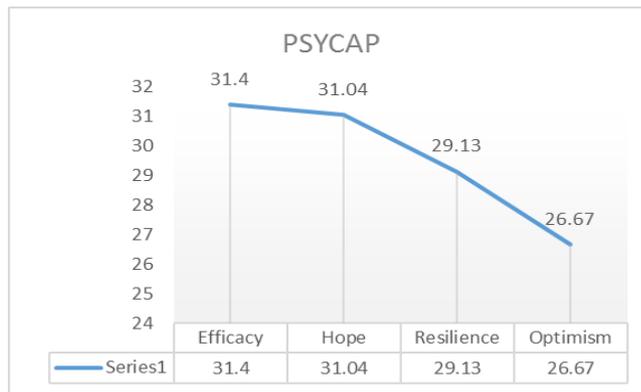


Figure 3.2 Psychological capital profile

In this research, researcher not only try to get pscap score overview but also score for each dimension. It aims to see about the dynamics of respondent’s score in each dimension in their group.

If each pscap dimension is seen, optimism is a dimension that is categorized as moderate, whereas efficacy, hope, and resilience are in high category.

From four dimensions in pscap, efficacy has the highest score comparing to other pscap dimensions: hope, resilience, and optimism. Efficacy get the higher score average means SOH has confidence on their skill. The second-high score average is hope. The research’s result shows that SOH values themselves

as a someone who is capable to set the goal in their duty, to arrange steps to achieve the goal, to establish sub-goals in order to accomplish the main-goal, including to find alternative way to reach the goal.

Resilience has the third high mean score. Resilience is characterized as an ability to provide positive coping and self adapt when facing high risk problem. The last dimension with lowest score average is optimism, score in this dimension represents positive prespective on future and believe that kind thing will be happened. This means SOH need to grow capacity to see future as a positive thing.

PsycapProfile based on Gender

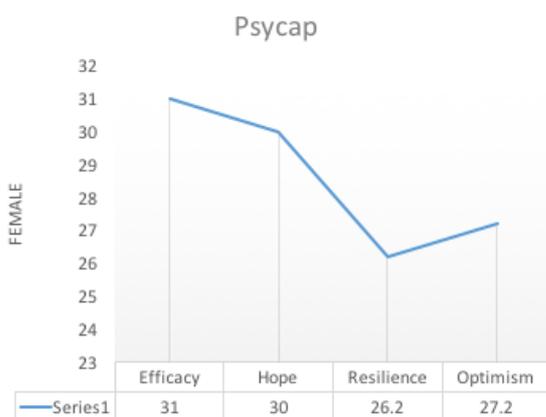


Figure 3.3

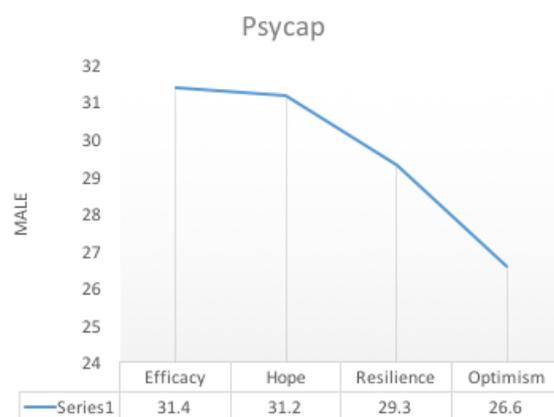


Figure 3.4

In this research, Male and female SOH pscap overview has been captured, with condition female respondent is 4%. Male respondent shows higher score in

efficacy, hope, and resilience dimension. Whereas, female respondent shows higher score in optimism dimension comparing to

male respondent. (See Figure 3.3 – Figure 3.4)

Age	Mean	Sig.
21 – 25	115.26	.023
26 – 30	115.25	(Between Groups)
31 – 35	122.11	
36 - 40	118.25	

Table 3.1

Based on analytics descriptive quantification respondent age demography data, shows difference on psycap score significantly. If we see score average of each group, group 31-40 shows higher psycap score comparing to other age group.

MANAGERIAL IMPLICATIONS

Given that psycap has correlation with several positive organizational behavior aspects, this research result represents that most of SOH are capable of developing psycap (efficacy, hope, resilience, optimism) for actualizing positive organizational behavior in PT. Astra International.Tbk – Honda Sales Operation.

CONCLUSION

Based on research result, generally, researcher concludes that most of SOH's psycap reside at high level. If the result is reviewed according to dimensions in psycap, then:

- a. Efficacy is dimension that has highest score average comparing to the other three.
- b. Hope is dimension that has second-high score average after efficacy.
- c. Resilience is dimension that has third-high score average after efficacy and hope.
- d. Optimism is dimension that has lowest score average comparing to the other three.

SOH's high psycap description shows different things compare to early interview data which is conducted by researcher. In early interview, some SOHs confess that it is hard to do job task and responsibility, however, this research indicates that most of SOH have no difficulties in doing their job task and responsibilities. The result of high psycap description is probably caused by technical limitation in this research. In this research, SOH who fill and sent back the questionnaire is 53% and there is 47% SOH more that does not participate in this research. This condition is assumed that SOH who participate in this research is selective in SOH who has high psycap. This matter is measured by SOH's willingness to return questionnaire in the specified time beyond heavy tasks they have. Furthermore, high psycap score indicates that there is social desirability during this psycap questionnaire fulfillment.

If it is observed from gender profile, Resilience aspect give quite prominent difference. Resilience in male respondent is bigger than female respondent. It shows that male SOH has higher determination and stress tolerance comparing to female respondent. There is a matter to be noted that male respondent number is bigger than female respondent. It also indicates that, to running job as an SOH, male respondent is more capable to bear up than female respondent.

From this research, service period does not affect psycap score. The longer service period does not make psycap score higher. Based on discussion result with HSO's

HRD, this condition is affected by several things, such as: newly recruited SOH is SOH who already has fine psychology capacity so that he/she shows high pscap score. Based on interview result with HSO, there are some young SOH with less than five years' service period but constantly shows good performance, they always achieve monthly target. In the other hand, there are some young SOH who does not show good performance consistently.

Meanwhile, SOH with longer working experience tends to experience saturation so they show moderate pscap condition. However, SOH with sufficient working experience is also able to show high pscap because they have understanding of fields condition, especially for SOH that the former job is salesman.

Different condition is found in result of respondent's age demography data processing. The result of data processing shows respondent who categorized in 31 – 40 yo displays higher pscap score comparing to younger respondent. Based on interview with HSO, the above condition might be happened, given that, from development step, SOH in 31 – 40 yo category is more mature mentally and considered more capable to manage emotion, as well as self capacity which leads to more positive attitude. Thus, it shows higher pscap score.

Information of sales operation head's four pscap dimensions is gathered from interview with HSO. A moderate optimism score can be explained using phenomena that is exist in the field, that is, SOHs afraid to set huge target. They tend to set simple target since they are not confidence in accomplishing higher target.

SOHs has high hope of their goal achievement but it is not accompanied by ability to imagine a condition that might hinder them. This condition causes SOHs are not ready when facing obstacles that suddenly come. The unreadiness makes SOH not able to find alternative way in order to keep believing that they still can

accomplish their target or set short term target. That matter gives an overview of hope score which is quite high, however, optimism and resilience are considered moderate.

In the future research, increasing the number of respondents by using random sampling techniques will enrich description about psychological capital especially for sales office head. Considering the infrastructure problems which became one of the issues for sales office head, information about location might be valuable to understand the level of psychological capital. Correlating Pscap with another variable will explain Pscap more comprehensive. Psychological capital for Sales Office Head could be strengthened and upgraded to overcome the turnover problem in HSO along with the improvement of system that will be done by management, so it is hoped that SOH is not easy to surrender and able to overcome the problems that occur in the branch.

REFERENCES

- Anastasi, A.& Urbina, S. (1997). *Psychological Testing 7th Ed.* New Jersey : Prentice Hall,inc.
- Avey,J.B.,Luthans, F., &Youssef,M.C. 2008. *The Additive Value of Positive Psychological Capital in Predicting Work Attitudes and Behaviors.*Journal of Management, 6, 521 – 561
- Avey, J. B., Patera, J. L., West, B., 2008. *The Implication of Psychological Capital on Employee Absenteeism.* USA : University of Nebraska – Lincoln, 23, 771-784
- Avey, J. B., Wernsing, T.S., Luthans, F. 2008. *Can Positive Employess Help Positive Organizational Change? Impact of Psychological Capital and Emotion on Relevant Attitudes and Behaviors.* The Journal of Applied Behavioral Science.NTL Institute : Sage Publication, 44, 48-70

- Avey, J.B., Luthans, F., & Jenses, S.M. 2009. *Psychological Capital a Positive resources for combating employee stress and turnover*. Human Resources Management. Wiley Interscience, 48 (5), 667-693
- Avey, J. B., dkk. 2010. *Impact of Positive Psychological Capital on Employee Well-Being Over Time*. Management Department Faculty Publications. USA : University of Nebraska – Lincoln, 15, 17 - 28
- Azwar, S. 1993. Buletin Psikologi UGM 2 (1), hal 13-17
- Crocker, L & Algina, J. (1986). *Introduction To Classical And Modern Test Theory*. USA: Harcourt Brace Jovanovich College Publisher
- Compton, W.C. 2005. *Introduction of Positive Psychology*. USA : Wadsworth - Thompson Learning, Inc.
- Chan, J. F. 2010. *Training Fundamentals: Pfeiffer Essential Guides to Training Basics*. John Wiley and Sons, Inc
- Cetin, F. 2011. *The Effects of the Organizational Psychological Capital on the attitudes of Commitment and Satisfaction: A Public Sample in Turkey*. European Journal of Social Sciences (21), 3, 373 – 380. Turkey: Turkish Military Academy, Bakanliklar, Ankara.
- Cumming, T.G & Worley, C.G (2008). *Organization Development & Change*. USA: South – Western Cengage Learning
- Gravetter, F.J. & Wallnau, L.B. (2007). *Statistics for the behavioral sciences 7th ed.* Singapore: Thomson
- Jones, P.J (2010). *Happiness at work. Maximizing Your Psychological Capital For Success*. United Kingdom : Wiley-Blackwell
- Knowles, M.S., dkk. 2005. *The Adult learner : the definitive classic in adult education and human resource development, 6th ed.* Elsevier.
- Luthans, F., Avolio, J.B., Walumbwa, O, Li.W (2005). *The Psychological Capital of Chinese Workers: Exploring the relationship with Performance*. Management and Organization Review, 1, 247 – 249.
- Lawson, K. 2006. *The Trainer's Handbook (2nd Edition)*. USA : Pfeiffer
- Luthans, F., Avey, J.B., Avolio, B.J., Norman, S.M. & Combs, G. M. (2006). Psychological capital development: Toward a micro-intervention. *Journal of Organizational Behavior*, 27, 387-393.
- Luthans, F., Norman, S.M., Avolio, B.J., & Avey, J.B. 2008. *The mediating role of psychological capital in the supportive organizational climate-employee performance relationship*. Journal of Organizational Behavior, 29, 219 - 238
- Luthans, F., Avolio, B. J., Avey, J.B., Norman, M.S. 2007. *Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction*. Gallup Leadership Institute Faculty Publication, 60, 541 - 572
- Luthans, F., Youssef, C. M, & Avolio, B. J. 2007. *Psychological Capital : Developing the Human Competitive Edge*. Oxford University Press
- Rees, F. (2005). *The Facilitating Excellent Handbook*. USA : Wiley Publisher.
- Siegel, S. 1976. *Nonparametric statistics for the behavioral science*. McGraw-Hill
- Seligman, M.E.P., (1998). *Learned Optimism*, New York: Pocket Books.
- Sheldon, K. M. & King, L. 2001. *Why Positive Psychology is Necessary*. Journal of Positive Psychology. American Psychological Association
- Shahnwas, M.G. & Jafri, M.H. 2009. *Psychological Capital as Predictor of Organizational Commitment and Organizational Citizenship Behavior*. Journal of the Indian Academy of Applied Psychology.

- Youssef, C.M. and F., Luthans, (2007). *Positive Organizational Behavior in the Workplace: The Impact of Hope, Optimism, and Resiliency*, *Journal of Management* 33, 774-800.
- Youssef, C.M., &Luthans, F. (2008). Leveraging psychological capital in virtuous organizations: Why and how. In C. Manz, K. Cameron, K. Manz, & R. Marx (Eds.), *The virtuous organization*, 131-162. Hackensack, NJ: World Scientific Publishers.