

THE EFFECT OF THE APPLICATION OF POSITIVE PSYCHOLOGY ON THE DEVELOPMENT OF HUMAN RESOURCE PERFORMANCE AT PT MANDIRI ABADI PERMAI KOTA MEDAN

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Abstract

This study aims to analyze the influence of the application of positive psychology on the development of human resource (HR) performance at PT Mandiri Abadi Permai Medan City. This study uses a quantitative approach with explanatory methods and simple linear regression analysis techniques. A sample of 92 respondents was selected through simple random sampling from a total population of 120 employees. The research instrument was in the form of a closed questionnaire with a Likert scale and tested for validity and reliability. The results of the study show that there is a positive and significant influence between positive psychology and human resource performance. A significance value of $0.000 < 0.05$ and a coefficient of determination (R^2) of 0.398 showed that 39.8% of variations in HR performance could be explained by the application of positive psychology, while the rest were influenced by other factors. These findings are reinforced by Seligman's positive psychology theory and Luthans' concept of Psychological Capital, which emphasizes the importance of optimism, hope, and resilience in supporting work productivity. Thus, companies need to integrate positive psychology approaches in HR development strategies to create a healthy, adaptive, and productive work environment.

Keywords: *Positive Psychology, Human Resource Performance, Human Resource Development, Regression, Psychological Capital.*

INTRODUCTION

In the era of globalization and increasingly fierce business competition, companies are required to constantly improve their quality and productivity. One of the important aspects in achieving these goals is the effective management of human resources (HR) (Asriyanti et al., 2024). Competent and motivated human resources are the main driving force in creating a company's competitive advantage. PT Mandiri Abadi Permai as one of the companies operating in the city of Medan faces great challenges in increasing productivity and employee performance. Dynamic market competition, high consumer demands, and rapid technological changes demand companies to have adaptive, innovative, and high-performance human resources (Khaeruman et al., 2024). In the context of HR performance development, traditional approaches oriented towards weakness correction and employee behavior control are starting to be abandoned. Modern companies are beginning to adopt new approaches that are more humanistic and empowering, one of which is the application of positive psychology (Ramadhani et al., 2023). Positive psychology is a branch of psychology that focuses on individual strength, happiness, the meaning of life, and the conditions that allow individuals to develop optimally (Setiadi, 2016). This concept was introduced by Martin Seligman and is now the basis for many intervention programs in the field of HR management.

The positive psychology approach focuses on developing aspects such as optimism, resilience, empathy, creativity, and job satisfaction. Its application in the work environment aims to create a healthy organizational culture, increase employee engagement, and foster intrinsic motivation at work (Scott, 2025). In practice, positive psychology can be applied through various strategies such as mindfulness training, positive feedback reinforcement, reward programs, strength-based coaching, and the creation of a work environment that supports employee well-being. PT Mandiri Abadi Permai has begun to adopt several positive psychological approaches in its human resource management. Inspirational leadership training programs, positive values-based team building activities, and

appreciation-based performance assessments are part of efforts to build a positive work culture. However, the effectiveness of the application of this positive psychological approach to the development of human resource performance still needs to be studied scientifically. Is this approach really able to increase employee productivity, loyalty, and job satisfaction, or does it only have a momentary impact without significant changes.

Therefore, this study aims to analyze the influence of the application of positive psychology on the development of human resource performance at PT Mandiri Abadi Permai. The main focus of the research is to assess the extent to which positive psychological elements are integrated into HR management policies and practices and their impact on individual and organizational performance. This research is important considering that positive psychology approaches are still relatively new applied in the context of local companies, especially in the Medan area. The results of this study are expected to provide deeper insight into the benefits and challenges of implementing positive psychology principles in the work environment. In addition, this research also makes a theoretical contribution in developing a positive psychology-based human resource management study. Most of the previous studies were still theoretical or conducted in Western countries with different cultural backgrounds from Indonesia. In the context of Indonesia, which has strong collective cultural characteristics and family values, the application of positive psychology needs to be adjusted to be acceptable and have an optimal impact. Therefore, this study also seeks to explore how local values also influence the successful application of positive psychology.

This study uses a quantitative approach to measure the influence of positive psychology on the dimensions of human resource performance, such as productivity, effectiveness, efficiency, and job satisfaction. Data collection was carried out through the distribution of questionnaires to employees who had participated in positive psychology-based programs. In addition, in-depth interviews were also conducted with HRD managers and staff to gain a more holistic understanding of the process of planning, implementing, and evaluating positive psychology-based programs in the company. The results of this research are expected to be the basis for the management of PT Mandiri Abadi Permai in formulating a more effective and sustainable human resource development strategy. A strategy that focuses not only on results, but also on the process and psychological well-being of employees. Furthermore, this study also aims to encourage other companies in the North Sumatra region, especially in the city of Medan, to consider positive psychology approaches as an integral part of human resource management.

In the long run, the application of positive psychology is expected not only to improve individual performance, but also to create a healthy, collaborative, and meaningful organizational climate. This is in line with the vision of modern organizations that place people as the company's most important asset. Through this research, the author hopes to make a practical contribution to the world of work and the academic world. Practical, in the sense that it can be used as a reference in compiling human resource development programs; and academic, in the sense of adding literature on the implementation of positive psychology in Indonesian organizations. Thus, the positive psychology approach is no longer just a theory, but a real transformation tool in improving the quality of life and performance of employees in the workplace. Finally, this research is the first step in an effort to understand more deeply how organizations can create workplaces that are not only productive, but also fun, humane, and hopeful through the application of positive psychology.

LITERATURE REVIEW

1. Positive Psychology

Positive psychology is a branch of psychology developed by Martin Seligman in the late 1990s in response to the tendency of traditional psychology to focus too much on mental disorders and negative aspects of human beings. According to (Seligman & Csikszentmihalyi, 2000), positive psychology aims to understand and facilitate the positive strengths and potentials of individuals, such as happiness, optimism, gratitude, hope, and psychological well-being. (Fredrickson, 2001) with the Broaden-and-Build theory states that positive emotions can expand a person's thoughts and actions, which in turn builds personal resources such as creativity, resilience, and social skills. In the context of the organization, (Luthans et al., 2006) introducing the term Positive Organizational Behavior (POB), which is the application of positive psychological principles in human resource management, which includes aspects of hope, efficacy, resilience, and optimism.

2. Human Resource Development (HR)

HR development is a strategic process designed to improve the abilities, skills, and motivation of individuals in the organization in order to achieve higher performance. According to (Zahra et al., 2024), human resource development includes training, education, career planning, and fostering a work environment that supports individual growth. This development involves not only the improvement of technical capacity, but also the psychological and

emotional aspects of employees. (Judge & Robbins, 2013) emphasizing that successful human resource development is one that is able to increase organizational commitment, job satisfaction, and intrinsic motivation. In this context, positive psychology can play an important role in reinforcing these aspects.

3. Human Resource Performance

Human resource performance is the result of the work of individuals or groups in an organization that is influenced by abilities, motivation, and work environment. According to (Armstrong, 2014), employee performance is influenced by a combination of competence, effort, and organizational support. Performance model of (Bernardin & Russell, 2007) stated that performance indicators include work quality, work quantity, punctuality, attendance, and the ability to work together. In the framework of positive psychology, performance improvement occurs when employees feel valued, have meaning in their work, and experience emotional well-being.

4. The Relationship between Positive Psychology and HR Performance

Various studies show that positive psychology has a significant effect on improving human resource performance (NUGRAHA, 2025). In his study, it concluded that the application of positive psychology principles in job training was able to significantly increase job satisfaction and employee loyalty. (Paraswati & Pujianto, 2024) found that employees with high levels of Psychological Capital (PsyCap) showed better work performance, were more creative, and experienced less burnout. PsyCap itself is a combination of hope, efficacy, resilience, and optimism. Research by (Bakker & Demerouti, 2007) with the Job Demands-Resources (JD-R) model, it shows that positive emotions act as a buffer against work stress and strengthen work engagement, which ultimately has an impact on improving performance.

METHOD

1. Types and Approaches to Research

This study uses a quantitative approach with an explanatory method (Agustianti et al., 2022). The aim is to explain the causal relationship between independent variables (the application of positive psychology) and dependent variables (HR performance development). This approach is used because researchers want to find out how much positive psychology influences employee performance through statistical analysis.

2. Research Location and Time

The research was carried out at PT Mandiri Abadi Permai Jalan. Gwangju No.52, Kesawan, Kec. Medan Baru, Medan City, with an implementation time of three months, starting from data collection, data processing, to analysis and drawing conclusions.

3. Population and Sample

- Population: All permanent employees of PT Mandiri Abadi Permai who have participated in the positive psychology-based human resource development program, which totals 120 people.
- Sample: The sampling technique used is simple random sampling.

Using the Slovin formula to determine the sample size (Majdina et al., 2024):

$$n = \frac{N}{1 + N(e)^2}$$

Information:

- n = sample size
- N = total population
- e = tolerated error rate (5% or 0.05 was used in this study)

$$n = \frac{120}{1 + 120(0.05)^2} = 92 \frac{120}{1 + 120(0.0025)}$$

So, the number of samples used in this study was 92 respondents.

4. Data Collection Techniques

The data collection techniques used are (Data, 2015):

- Closed-ended questionnaire: Compiled on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), which includes:
 - Positive psychological scale (indicators: optimism, hope, resilience, empathy, and mindfulness)
 - HR performance scale (indicators: productivity, punctuality, work quality, and collaboration)
- Documentation: Review training documents, employee evaluation reports, and HR development program records.
- Interview: Used to explore the qualitative implementation of positive psychology programs.

5. Data Analysis Techniques

The data obtained was analyzed using simple linear regression analysis, with the help of statistical software (e.g. SPSS or Excel) (Siregar, 2015). Formula used:

a. Simple Linear Regression Equation:

$$Y = a + bX$$

Information:

Y = dependent variable (HR performance)

X = independent variable (Positive Psychology)

a = constant (value Y when X = 0)

b = regression coefficient (the magnitude of X's influence on Y)

b. t-test (Partial Significance of Influence)

$$t = \frac{b}{SE_b}$$

Information:

b = regression coefficient

SE_b = standard error of b

If the value of t calculates the > t of the table at a significance level of 0.05, then the variable X has a significant effect on Y.

c. Coefficient of Determination (R²)

$$R^2 = \frac{SSR}{SST}$$

Or in general using the output from SPSS:

R² = percentage of influence of independent variables on dependent variables

The R² value indicates how much positive psychology contributes to the variation in HR performance (Imam Ghozali, 2018).

6. Instrument Validity and Reliability Test

- The Validity Test uses Pearson Product Moment correlation. The statement is considered valid if r counts $> r$ table ($df = n-2$).
- Reliability tests using Alpha Cronbach, with a reliability value of ≥ 0.70 considered acceptable.

RESULTS AND DISCUSSION

Results

This study aims to determine the effect of the application of positive psychology on the development of human resource performance at PT Mandiri Abadi Permai, Medan City. Data were collected from 92 respondents through questionnaire deployment and analyzed quantitatively using simple linear regression.

1. Description of Respondent Data

A total of 92 respondents participated in this study, consisting of operational, administrative, and managerial employees. Details of demographic data can be seen in the following table:

Table 1. Composition of Respondents by Age

Age Range	Number (people)	Percentage (%)
20–29 years old	25	27,17%
30–39 years old	38	41,30%
40–49 years old	20	21,74%
≥ 50 years old	9	9,78%
Total	92	100%

Table 2. Composition of Respondents Based on Length of Work

Long Time Working	Number (people)	Percentage (%)
< 1 year	8	8,70%
1–3 years	24	26,09%
4–6 years	35	38,04%
> 6 years old	25	27,17%

Total	92	100%
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2. Description of Research Variables

Respondents rated positive psychology items and HR performance on a Likert scale (1–5). The average value of each variable is presented in the following table:

Table 3. Average Respondent Rating

Variable	Average	Category
Positive Psychology (X)	4,21	Excellent
HR Performance (Y)	4,05	Good

The highest rated positive psychological indicator was optimism (4.30), while the most prominent indicator of HR performance was work productivity (4.15).

3. Validity and Reliability Tests

The results of the validity test showed that all questionnaire items had a Pearson correlation value above the r table (0.213 for $n = 92$, $\alpha = 0.05$), so that it was declared valid.

Reliability test results using Alpha Cronbach:

- Positive Psychology (X): $\alpha = 0.874 \rightarrow$ reliable
- HR performance (Y): $\alpha = 0.893 \rightarrow$ reliable

4. Simple Linear Regression Analysis

Based on the results of data processing with SPSS, the following outputs were obtained:

Table 4. Results of Simple Linear Regression Analysis

Type	Unstandardized Coefficients	t	Sig.
Constant (a)	1,452	4,211	0,000
Positive Psychology (b)	0,619	7,584	0,000

Regression equations:

$$Y = 1.452 + 0.619 X$$

This means that every 1-point increase in positive psychology will increase HR performance by 0.619 points.

5. T test (Partial Significance)

The t-value is calculated as 7.584 with sig. $0.000 < 0.05$ indicate that positive psychology has a significant effect on human resource performance.

6. Coefficient of Determination (R^2)

Table 5. Value of Determination Coefficient

Type	R	R Square	Adjusted R Square
1	0,631	0,398	0,392

The value of $R^2 = 0.398$ means that 39.8% of the variation in HR performance can be explained by positive psychology, while the rest (60.2%) is explained by other variables outside this model.

Discussion

This study shows that the application of positive psychology has a significant influence on the development of human resource (HR) performance at PT Mandiri Abadi Permai. The results of simple regression analysis produced the equation $Y = 1.452 + 0.619 X$, with a determination coefficient value (R^2) of 0.398 or 39.8%. This indicates that almost 40% of the variation in HR performance can be explained by the level of application of positive psychology in the work environment.

1. The Relationship of Positive Psychology with Human Resource Performance

These findings are in line with the basic concept put forward by (Seligman & Csikszentmihalyi, 2000) which states that positive psychology not only improves the mental well-being of individuals, but also has an impact on improving work performance. When employees feel optimism, hope, and gratitude, they tend to have a high intrinsic motivation to do well. Moreover (Fredrickson, 2001) through the Broaden-and-Build Theory states that positive emotions are able to expand the mind and improve cognitive abilities and creativity. In the context of PT Mandiri Abadi Permai, employees who feel a supportive and positive work atmosphere show better work quality, high punctuality, and effective collaboration.

2. Human Resource Performance Influenced by Psychological Circumstances

The results of this study strengthen the opinion (Judge & Robbins, 2013) which emphasizes that psychological factors greatly determine the success of human resource development. When employees' emotional state is maintained in a positive state, they are more likely to develop, both in terms of competence and work behavior. The average HR performance score of 4.05 (good category) in this study shows that a healthy psychological condition through the application of positive psychology contributes significantly to employee productivity. This is also reinforced by the (Luthans et al., 2006) which introduces the concept of Psychological Capital (PsyCap), which is a combination of hope, efficacy, resilience, and optimism. Employees who have a high PsyCap level tend to be more adaptive to change, less easily stressed, and able to maintain performance in the long term. This is very much in line with the conditions at PT Mandiri Abadi Permai, where the optimism indicator is the highest in the positive psychology variable (average 4.30).

3. Relevant Findings of Previous Research

This research is also in line with the findings (Shayne, 2008) who examined the effect of optimism on the work productivity of employees in Medan, and found that the higher the level of individual optimism, the higher their contribution to achieving work targets. On the other hand, (Scott, 2025) stated that gratitude-based training and positive coaching increase morale and reduce the level of turnover intention. Similarly, the Job Demands-Resources (JD-R) model developed by (Bakker & Demerouti, 2007) explained that positive emotions can function as a psychological resource that can reduce psychological workload and increase employee engagement. In this study, the significance values of $0.000 < 0.05$ on the t-test showed that positive psychology statistically actually had an influence on performance.

4. Implications for HR Development Strategy

Based on the results of this study, it is clear that companies that want to develop the quality of human resources are not enough to rely solely on technical training. Psychological interventions that build a positive work atmosphere, such as appreciation programs, mindfulness training, strength-based coaching, and strengthening job expectations should be part of the HR strategy. Organizations that actively manage employees' positive emotions have the potential

to build a productive, collaborative, and solution-oriented work culture. This is the main key in creating superior human resources and ready to face global challenges.

CONCLUSION

Based on the results of research and data analysis, it can be concluded that the application of positive psychology has a significant and positive influence on the development of human resource (HR) performance at PT Mandiri Abadi Permai, Medan City. Through a quantitative approach with simple linear regression, it was found that positive psychological variables contributed 39.8% to the variation in HR performance, while the rest were influenced by other factors outside this model. Employees who experience a positive work environment—characterized by high levels of optimism, hope, empathy, resilience, and mindfulness—show better performance, especially in terms of productivity, punctuality, work quality, and teamwork. This is evidenced by a significance value (p -value) of $0.000 < 0.05$ and a regression coefficient value of 0.619, which means that the increase in positive psychology is clearly proportional to the improvement in employee performance. This conclusion reinforces previous theories and findings from figures such as Seligman, Fredrickson, and Luthans who stated that positive psychology approaches can be an important foundation in the development of individual potential in the workplace. In addition, these results provide empirical evidence that a company's investment in the psychological aspects of employees—through training, a supportive work environment, and emotional and mental development programs—can have a direct impact on organizational productivity and sustainability. Thus, companies need to make positive psychology part of their long-term HR management strategy to create a work culture that is healthy, productive, and adaptive to the challenges of the times.

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