A Study Of Corellation Between Attitude Toward Company Program: Psyche and Employee Performance at PT Pertamina EP

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ARTICLE INFO	Abstract
	This research aimed to investigate the correlation between employees' attitudes toward the company program, Psyche, and their performance at PT Pertamina EP, oil and gas company in Indonesia. The study also explored the potential relationship between employees' attitudes toward Psyche Program and their perceived performance. The findings of the research indicated that there was no significant correlation between employees' attitudes toward the company program and their performance. This suggests that employees' attitudes toward the Psyche Program did not directly influence their actual job performance at PT Pertamina EP. However, a significant correlation was observed between employees' attitudes toward the Psyche Program and their perceived performance. The absence of a correlation between attitudes toward the company program and actual job performance implies that factors other than attitudes, such as skill set, experience, and job-related competencies, might play a more prominent role in determining employee performance. These findings highlight the importance of considering various factors when evaluating and enhancing employee performance. On the other hand, the significant correlation between attitudes toward the Psyche Program and perceived performance indicates that employees' positive attitudes toward the program were associated with their perception of performing well in their roles. This finding suggests that the Psyche Program may have a positive influence on employees' subjective evaluation of their performance, leading to increased job satisfaction and motivation.
	Abstraks
	Penelitian ini bertujuan untuk melihat korelasi antara sikap karyawan terhadap program perusahaan, Psyche, dengan hasil penilaian kinerja di PT Pertamina EP. Studi ini juga melihat hubungan antara sikap karyawan terhadap Program Psyche dan nilai kinerja yang mereka berikan untuk dirinya sendiri. Hasil penelitian menunjukkan bahwa tidak terdapat korelasi signifikan antara sikap karyawan terhadap program perusahaan dan nilai kinerja mereka. Hal ini menunjukkan bahwa sikap karyawan terhadap Program Psyche tidak secara langsung mempengaruhi kinerja karyawan di PT Pertamina EP. Namun, terdapat korelasi signifikan antara sikap karyawan terhadap Program Psyche dan penilaian kinerja subjektif, atau nilai yang mereka berikan untuk dirinya sendiri.Ketidakadanya korelasi antara sikap terhadap program perusahaan dan kinerja pekerjaan sebenarnya mengimplikasikan bahwa faktor-faktor selain sikap, seperti keterampilan, pengalaman, dan kompetensi terkait pekerjaan, memainkan peran yang lebih penting dalam menentukan kinerja

	karyawan. Hasil ini menekankan pentingnya mempertimbangkan berbagai faktor saat mengevaluasi dan meningkatkan kinerja karyawan.Di sisi lain, terdapat korelasi signifikan antara sikap terhadap Program Psyche dan kinerja yang dirasakan menunjukkan bahwa sikap positif karyawan terhadap program tersebut terkait dengan persepsi mereka dalam melakukan pekerjaan dengan baik. Temuan ini mengindikasikan bahwa Program Psyche dapat memiliki pengaruh positif terhadap evaluasi subjektif karyawan terhadap kinerja mereka, yang dapat meningkatkan kepuasan kerja dan motivasi.	
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INTRODUCTION

Human resources are a very important aspect in a company. The existence of a company in achieving business targets and winning the competition is inseparable from the ability of its human resources capability. However, humans in their lives are not always perfect and could achieve optimal aspects of work. Sometimes humans are on the unhealthy side, less comfortable and sometimes in a state of conflict with the environment so that they cannot always function optimally according to the company's expectations(Tamsah & Nurung, 2022).

In line with the company's efforts to increase revenue, the company also needs to improve the quality of human resources not only from hard skills, soft skills, but also the state of health of both physical and mental. Health care program that is often carried out today in many companies mostly uses formal health facilities such as health insurance, which actually has more to do with curative and rehabilitative treatment but is less in preventive and promotion to improve the quality of mental health(Secapramana et al., 2020).

The current trend shows the emergence of health care in companies, especially in western countries, which is called wellness or well being. This term has led to preventive and promotive treatment in companies to improve the mental health quality of its workers(Mussman, 2016). However, advancing the company while still paying attention to employee welfare in an integrated and comprehensive manner is not easy. Efforts are needed to balance the demands or workload with the welfare obtained by workers so that the company's development will be in line with the happiness of its workers.Occupational health programs refer to conditions that are free from physical, mental, emotional or pain caused by the environment(Mangkunegara, 2011). Health risk is a factor in the work environment that can occur when workers exceed the specified time period, due to tough work competition, or other things that cannot be controlled by workers, causing psychological stress. This condition is a challenge for the company to be able to achieve its vision and mission through health support facilities.

PT Pertamina EP, a subsidiary of the state-owned energy company PT Pertamina, is one of the largest oil and gas exploration and production companies in Indonesia. As with many other companies in the oil and gas industry, PT Pertamina EP faces a number of unique challenges when it comes to employee mental health and performance. Working in the oil and gas industry can be physically and mentally demanding, with employees often required to work long hours in remote locations and harsh environments. The nature of the work can also be inherently dangerous, with employees at risk of injury or death if safety protocols are not followed.

To address these concerns, PT Pertamina EP has implemented a number of initiatives aimed at improving employee mental health and well-being, as well as overall job performance. These initiatives include counseling program called PSYCHE, a mental health counseling services, and sharing knowledge programs designed to help employees manage stress and build resilience. By focusing on employee mental health and performance, PT Pertamina EP is not only helping its employees to thrive in their roles, but also ensuring the long-term success of the company. By investing in its workforce, PT Pertamina EP is creating a culture of collaboration, innovation, and excellence that will help the company to remain competitive in the challenging and ever-evolving oil and gas industry.

METHOD

Population in this research is permanent employee of PT Pertamina EP that is located in Jakarta, consists of 799 employees. In this research there will be 119 participant who has filled the online questionnaire which is sent by the researcher through e-mails. The research is conducted in January – April 2023 in Jakarta using Microsoft Forms tools that is sent by e-mail Microsoft Outlook. Technique that is used in this research is nonprobability sampling. Non-probability sampling is a sampling technique where the selection of units to be included in the sample is not based on random selection(Vehovar et al., 2016). Specifically, this research use purposive sampling, the researcher selects participants based on specific criteria. This technique is often used in qualitative research, where the researcher wants to study a specific group or phenomenon.This research use one questionnaire to collect data which consist of questionnaire measurement of Attitude toward Psyche, and questionnaire to measure employee performance rating and perceived performance.

RESULTSAND DISCUSSION
Demographic Analysis

Respondents involved in this research are permanent employee in PT Pertamina EP located in Jakarta. The profiles of respondents in this study describe the characteristics of the distribution of respondents as seen from age, gender, level of positions, years of service, work values, performance rating, and perceived performance. The analytical tool or software used is the IBM SPSS version 26 application. The profiles of the respondents who filled out the research questionnaire involving 119 respondents are described as follows:

Table 1. Analysis based on age

Age	Frequency	Percent
20-35 years old	30	25,2%
35-50 years old	63	52,9%
Above 50 years old	26	21,8%
Total	**119**	**100%**

Based on Table 1 when we view from the age category, it was found that this study consisted of 30 people (25.2%) aged 20-35 years, 63 people (52.9%) aged 35-50 years and 26 people (21.8 %) who are over 50 years old. So that this study was dominated by employees aged 35-50 years.

Table 2. Analysis based on gender

Gender	Frequency	Percent
Male	97	81,5%
Female	22	18,5%
Total	**119**	**100%**

Based on Table 2, when viewed from the gender category, the number of male respondents was greater than that of female respondents, which is 97 people (81.5%) for male employees and 22 people (18.5%) female employees.

Table 3. Analysis based on service year

Service Year	Frequency	Percent
Under 5 year	6	5%
5-15 years	84	70,6%
15-20 years	21	17,6%
Above 20 years	8	6,7%
Total	**119**	**100%**

Based on Table 3 when we view from the category of years of service, this study consisted of 6 people (5%) employees who worked for under 5 years, 84 people (70.6%) employees who worked for 5-15 years, 21 people (17 .6%) employees who work for under 15-20 years, and 8 people (6.7%) employees who work for over 20 years. So that this study was dominated by employees who worked for 5-15 years.

Table 4. Analysis Based on Performance Rating from company

Average Performance Rating	Frequency	Percent
Poor	0	0%
Below Average	4	3,4%
Average	41	34,5%
Above Average	52	43,7%
Excellent	22	18,5%
Total	**119**	**100%**

Based on Table 4, when we view from the work value category, this study consisted of 4 employees (3.4%) with below average rating, 41 people (34.5%) employees with average rating, 52 people (43.7 %) employees with above average rating, and 22 people (18.5%) employees with excellent rating.

Table 5. Analysis based on Perceived Performance

Perceived Performance	Frequency	Percent
Poor	0	0%
Below Average	0	0%
Average	10	8,4%
Above Average	40	33,6%
Excellent	69	58%
Total	**119**	**100%**

Based on Table 5 when we view from the perceived performance category, this study consisted of 10 people (8.4%) employees perceived their performance with average rating, 40 people (33.6%) employees with above average rating, and 69 people (58%) employees with excellent rating.

Attitude Analysis (Positive and Negative Attitude)

Descriptive analysis in this study was conducted to determine the frequency distribution of respondents and the average value of each variable based on the results of 119 research respondents using the SPSS Version 26. To categorize the results of the average value of each variable, there are criteria that can be used with determine the class interval value (Mamman & Lawal, 2014)

$$\text{Class Interval} = \frac{\text{Highest score} - \text{Lowest score}}{\text{Amount of Class}}$$

In this study, the lowest rating score was 1 (negative attitude, which is respondents who answered 1 and 2 on the questionnaire) and the highest rating was 2 (positive attitude, which is respondents who answered 3 and 4 on the questionnaire). Then, we can obtain the limits of the assessment of each variable as follows(Ajzen, 2005):

a. 1 - 1.50 is categorized as a negative attitude
b. 1.60 - 2.00 is categorized as a positive attitude

Attitude Analysis

The result of this research shows that all of the aspect of attitude is considered high. Since the number of item is 13, and the scale ranged from 1-4, the maximum value of each aspect will be 52, and the minimum value must be 13(Khanifah et al., 2018). Each of aspect have value more than 45, it means that almost all employee have a high value in each aspect, but the lowest aspect in attitude is attributed to cognitive factors which is valued 45,02.

Table 6. Attitude Aspects Analysis

Aspect	Total Score	Average
Cognitive	5.357	45,02
Affective	5.465	45,92

Behavior	5.432	45,65

The cognitive aspect encompasses employees' knowledge and beliefs about Psyche. It involves their understanding of how the program works, the confidentiality it provides, and the various services it offers. Unfortunately, in PT Pertamina EP, this aspect is the weakest link. Many employees may not even be aware that such a program exists or may not have a clear understanding of how it can help them.On the other hand, the highest aspect in attitude toward Psyche is affective which is 45,92. This refers to employees' emotional response and feelings towards the program. Some employees may have positive attitudes and perceptions, seeing Psyche as a valuable resource that can support their well-being and provide assistance in challenging times. They may feel more inclined to seek help and take advantage of the program's offerings.

Table 7. Attitude Analysis Based on Performance Rating

Employee with average performance rating	Negative Attitude	Positive Attitude
Poor	0 (0%)	0 (0%)
Below Average	0 (0%)	4 (3,5%)
Average	1 (20%)	40 (35,1%)
Above Average	2 (40%)	50 (43,9%)
Excellent	2 (40%)	20 (17,5%)
Total	**5 (100%)**	**114 (100%)**
Percentage	**0,04%**	**0,96%**

Table 8. Attitude Analysis based on Perceived Performance

Perceived Performance	Negative Attitude	Positive Attitude
Poor	0 (0%)	0 (0%)
Below Average	0 (0%)	0 (0%)
Average	1 (20%)	9 (7,9%)
Above Average	1 (20%)	39 (34,2%)
Excellent	3 (60%)	66 (57,9%)
Total	**5 (100%)**	**114 (100%)**
Percentage	**0,04%**	**0,96%**

Based on Table 6 above, employee with negative attitudes towards Psyche is only 0,04% or 5 people in the population. Employee with negative attitude is dominated by employee with Above Average and Excellent performance categories, 2 people each with a percentage of 40%. While the positive attitude is dominated by 114 employees, with the Above Average performance rating for 50 people with a percentage of 43.9%. In Perceived Performance Analysis in Table 9, almost the same thing happens. Only 5 people have a negative attitude, and 114 other people have a positive attitude. In this result we can see that almost all employees have a positive attitude towards Psyche.

Descriptive Attitude Analysis Based on Employee Performance vs Perceived Performance

Table 9. Employee Attitude Based on Performance Vs Perceived Performance

Performance vs Perceived Performance	SikapNegatif	SikapPositif
No difference (Realistic)	0 (0%)	28 (24,6%)
Under-confidence	2 (40%)	17 (14,9%)
Over-confidence	3 (60%)	69 (60,5%)
Total	**5 (100%)**	**114 (100%)**

Based on table, employees who have a positive attitude are dominated by employees who have an over-confidence category (Perceived performance is higher than the performance given by the company) as many as 69 people. In positive attitude group, workers who are over-confident also dominate as much as 60.5%. In the group of workers who have a negative attitude, there are only 5 people. It can be concluded

that employee who have a positive attitude towards the Psyche program tend to be over-confident or judge their performance as better than the performance rating given by the company.

Descriptive Attitude Analysis Based on Demographic

Table 10. Attitude Based on Age

Age	Negative Attitude	Positive Attitude
20-35 years old	0 (0%)	30 (26,3%)
35-50 years old	5 (100%)	58 (50,9%)
Above 50 years od	0 (0%)	26 (22,8%)
Total	**5 (100%)**	**114 (100%)**

Table 11. Attitude Based on Gender

Gender	Negative Attitude	Positive Attitude
Male	5 (100%)	92 (80,7%)
Female	0 (0%)	22 (19,3%)
Total	**5 (100%)**	**114 (100%)**

Table 12. Attitude based on Level

Level	Negative Attitude	Positive Attitude
Managerial	1 (20%)	7 (6,1%)
Assistant Manager/ Supervisor	2 (40%)	47 (41,2%)
Staff	2 (40%)	24 (21,1%)
Junior staff	0 (0%)	36 (31,6%)
Total	**5 (100%)**	**114 (100%)**

Table 13. Attitude Based on Service Year

Service Year	Negative Attitude	Positive Attitude
Under 5 Years	0 (0%)	6 (5,3%)
5-15 years	3 (60%)	81 (71%)
15-20 years	2 (40%)	19 (16,7%)
Above 20 years	0 (0%)	8 (7%)
Total	**5 (100%)**	**114 (100%)**

Correlation Test Result

In this research, the correlation test used was Spearman's rank correlation. Spearman's rank correlation is used to determine the level of relationship or to test the significance of the associative hypothesis. The data sources used in this correlation analysis do not have to be the same, the variables do not have to be normally distributed and come from ordinal data. The spearman rank correlation symbol is usually rs or rho. The Spearman rank correlation value is between -1 < rho < 1. If the correlation number is positive, it means that the relationship is unidirectional, while if it is negative, it means that the relationship is not unidirectional or opposite. The interpretation of the rho value is as follows(Hartanti et al., 2019):

Table 14. Interpretation of the Spearman Rank Correlation Value or rho

rho positive	rho negative	Category
0,9 ≤ rho < 1	-0,9 ≤ rho < -1	Very strong
0,7 ≤ rho < 0,9	-0,7 ≤ rho < -0,9	strong
0,5 ≤ rho < 0,7	-0,5 ≤ rho < -0,7	moderate
0,3 ≤ rho < 0,5	-0,3 ≤ rho < -0,5	weak
0 ≤ rho < 0,3	0 ≤ rho < -0,3	Very weak

Hypothesis using a statistical confidence level of 95%, concluded that there is a correlation or relationship between the two variables if the sig. (p-value) < 0.05. Conversely, if the sig. (p-value) ≥ 0.05, it

is concluded that there is no correlation or relationship between the two variables. The results of the Spearman rank correlation test in this study are as follows :

Table 15. Rank Spearman's Correlation test result

Hypothesis	Rank Spearman Correlation	Sig. (p-value)	N	Keterangan
Correlation of Attitudes with Performance Rating	-0,027	0,773	119	Not Significant
Correlation of Attitude with Perceived Performance	0,207	0,024	119	Significant

Based on Table14 of Spearman's Rank Correlation Test Results, it can be concluded:
a. Attitude has no significant correlation or relationship with performance rating given from company, this is because the value of Sig. (p-value) of $0.773 \geq 0.05$.
b. Attitude has a significant correlation or relationship with perceived performance, this is due to the Sig. (p-value) of $0.024 < 0.05$. Furthermore, the Spearman correlation rank value with perceived performance is 0.207, which means that the correlation or relationship is positive. Thus, it can be said that the better the attitude, the higher the perceived performance.

Suggestion about Psyche Program from employee
In the questionnaire that was distributed, there was one question regarding suggestions and criticisms that workers would like to give related to the Psyche program provided by the company. The following is the conclusion of the suggestions and criticisms categorized by Material, Method, Man and Machine.

Table16. Improvement Suggestion for Psyche Program

Aspect	Freq	%
Material	27	51,92
Method	12	23,08
Man	12	23,08
Machine	1	1,92
Total	52	100%

Based on these results, the suggestions for improving quality of the service that are most mentioned are on Material aspect, which is as much as 27 times. The Material aspect includes the quality of the content provided by Psyche in order to achieve its goals, for example broadcasts on mental health awareness, content of the counseling sessions that is given to employee, content of the webinar with psychologists, etc. Method and Man aspect also mentioned to be improved, each have 12 times suggestions/ criticism. Only 1 person give suggestion/ critics about Machine aspect.

CONCLUSIONS
In this research, we can see the clear result that positive attitude towards a company program or does not necessarily have a direct correlation with the performance rating given by the company. Having a positive attitude towards a company program or initiative may not necessarily mean that the individual is performing well in their job or meeting their performance targets. While enthusiasm and support for company programs may be an indicator of engagement and motivation, it does not necessarily translate into strong job performance or achievement of key performance indicators.

Performance appraisal, especially in Pertamina, is typically based on a set of predefined criteria, such as meeting performance targets, achieving key objectives, and displaying certain competencies. These criteria may be independent of the individual's level of support or enthusiasm for company programs or initiatives. Therefore, an individual who shows high levels of engagement and support for company programs may not necessarily meet the predetermined performance criteria to receive a

high-performance rating.

Besides, Performance evaluation of each company often subjective and can be influenced by a variety of factors, including biases, personal opinions, and subjective judgments. Therefore, an individual's positive attitude towards a company program may not always be reflected in their performance rating if the evaluator has a different perception of their performance or does not place as much emphasis on their positive attitude.

However, we can see that there is a significant correlation between attitude toward company program Psyche with perceived performance. The correlation between attitude and perceived performance can also be explored through the lens of the Self Evaluation Maintenance Theory (SEMT) developed by psychologists Abraham Tesser and James R. Smith. This theory suggests that individuals' attitudes can influence their perceived performance based on social comparisons and the desire to maintain a positive self-image.

According to SEMT, individuals are motivated to maintain a positive self-evaluation, and they achieve this by engaging in two processes: reflection and comparison. The reflection process involves assessing one's own abilities, while the comparison process involves comparing oneself to others. In the context of the workplace, attitudes play a crucial role in shaping perceived performance. When individuals have a positive attitude toward a particular task or domain, they are more likely to engage in activities related to that task, put in greater effort, and persist in the face of challenges. This positive attitude can lead to a self-perception of competence and contribute to higher levels of perceived performance. Employee who has positive attitude toward Psyche, which also have significant correlation perceived performance tend to exhibit higher levels of job performance. This positive attitude reflects their belief in the program's ability to address personal and work-related challenges, resulting in increased motivation, engagement, and productivity.

In summary, while having a positive attitude towards a company program may be an indicator of engagement and motivation, it does not necessarily guarantee high performance or a higher performance rating. Performance evaluation is typically based on predefined criteria and can be influenced by subjective factors, which may not always be related to an individual's level of support for company programs or initiatives. However, when an employee has a positive attitude toward a company's program, they are more likely to have high perceived performance in their job. This can lead to willingness to contribute in company's program and might impact to a higher quality of work.

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