
Psychological Capital as a Predictor of Organizational Citizenship Behaviour in the Personnel and Human Resources Development Agency employees in West Kalimantan

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ABSTRACT

This research starts from an indication of the low Organizational Citizenship Behavioral (OCB) of government agency employees at the Personnel and Human Resources Development Agency (BKPSDM) in West Kalimantan. Previous research explains that the predictor of employee OCB level is psychological capital. Therefore, this study aims to determine psychological capital as a predictor of organizational citizenship behavior in the Civil Service Agency and Human Resources Development employees in West Kalimantan. This research uses quantitative with ex-post facto type. The sample used was 52 BKPSDM employees in West Kalimantan. The instrument validation technique uses construct validation and previous research reliability. The data analysis technique uses descriptive and inferential analysis consisting of classical assumption tests and hypothesis testing. The results of this study indicate inferential analysis in the simultaneous test (F test) psychological capital variables become predictors of OCB. Then a partial test (T test) the hope dimension had no effect, the optimism dimension had no effect, the resilience dimension had no effect, and the self-efficacy dimension was the only predictor of psychological capital on OCB.

INTRODUCTION

Extra role behavior in a job is referred to as Organizational Citizenship Behavioral (OCB) which means the initiative behavior of employees in doing an activity outside of their responsibility without expecting rewards that will be given by individuals or organizations. Organ, et al. define OCB as individual behavior that is voluntary, not directly or formally related to the reward system, and overall contributes to improving organizational performance and efficiency. One of the keys to success in an organization or company can be realized when employees are willing to provide performance that goes beyond the formal tasks they carry. In addition, employees who have OCB will generally pay more attention to detail, take care of the organization's property, and strive to achieve higher standards in their work. Another advantage of an organization that has employees with a high OCB, will have a better performance than other organizations. OCB is seen as one of the most important things in increasing the resources available to the organization (Grego-Planer, 2019; Harvey et al., 2018; Kang & Hwang, 2023; Li et al., 2019; Wahda et al., 2020).

Employees who have OCB have a positive impact on the organization, examples of OCB include helping fellow colleagues, doing work outside the job description, caring for organizational property, avoiding conflict, providing constructive advice, and working without laziness. However, employees who do not have a good OCB in the workplace can result in

various negative impacts and lower the image of the organization. In addition, the lack of OCB in employees will give rise to personal conflicts between colleagues, no ethical responsibility and the lack of effectiveness of an organization. The inability of employees to contribute positively can hinder the progress and innovation of the organization as a whole (Fatima et al., 2015; Ince & Gül, 2011; Robbins & Judge, 2013; Sumartik et al., 2023).

The lack of OCB is caused by several factors, such as low job satisfaction, lack of support from superiors, or unclarity about the organization's goals and values. Employees who feel unappreciated or don't get enough support from their employers may be less motivated to take extra actions that benefit the organization. In addition, the lack of effective communication and poor leadership can also reduce the tendency of employees to be involved in OCB in the organization (Hidayat & Tannady, 2023; Laras et al., 2021).

According to Hassan, et al. explained that organizations have two different forms, namely government organizations and non-governmental organizations, human resources who carry out the vision and mission of government organizations are referred to as Civil Servants (PNS) or employees of government organizations, so that the naming of an individual who works in a government organization is called an employee (Dewi, 2020). Employees who are part of government organizational entities have the responsibility to carry out various activities related to the provision of public services and state administration (Timbuleng et al., 2023).

Government organizations are a rigid organizational structure that often results in employee initiative and creativity not being channeled, this makes employees feel reluctant to do things that are outside of their main duties. In addition, rigid bureaucracy and ineffective leadership can also hinder employee initiative and creativity, which in turn reduces their tendency to participate in OCB (Liu et al., 2020; Rowa, 2021). The responsibilities and work delegated to the employee already have provisions in accordance with the regulations of the Law of the Republic of Indonesia when granting the position. This is sometimes a limitation on the attitude of OCB employees in behaving towards each other, because each individual has their own duties and ignores others. An employee who lacks OCB usually only does the job according to their official description (Qalati et al., 2022).

The Personnel and Human Resources Development Agency (BKPSDM) as an institution responsible for employee management has an important role in ensuring the effectiveness, efficiency, and quality of services provided by employees in their area. However, on the contrary, there is a tendency that BKPSDM employees in West Kalimantan still do not care about colleagues in doing their duties or providing new ideas for mutual benefit as an organization. This can be seen in the results of an initial study that was conducted on September 22, 2023 through interviews with 5 employee staff at the West Kalimantan BKPSDM.

Based on the interview, it was explained that many employees do not participate in programs or activities carried out by the organization because they feel that it is not important, use early break hours, find it difficult to accept the decisions given, do not pay attention to colleagues when working hours have ended, come to work late, and feel uncomfortable if their superiors evaluate their performance. The results of interviews and observations that researchers have conducted in the initial study show that there are still many employees at BKPSDM in West Kalimantan who have OCB which can be said to still not meet expectations because in every aspect of OCB is not met.

The thing that needs to be noted is that not all employees have similar OCBs, although the majority of employees at BKPSDM in West Kalimantan who show poor OCBs, some of the employees also have OCBs that meet expectations, namely willing and willing to work outside of their responsibilities, willing to participate in additional programs from the workplace, and happy in providing new ideas for mutual benefit. This can happen because it is influenced by various factors that exist in individual employees so that OCB is formed (Ma et al., 2020).

According to the Organ of Life of each individual often affects the appearance in OCB, and the factors that affect this behavior include mood and characteristics from within the individual which are indirectly related. Personality has a significant role in influencing OCB employees in Indonesia, as it encourages values such as solidarity, giving more attention to emotions than logic, and emphasizing the priority in the collective interest rather than individual interests. One of the things that has an important role in the formation of a person's personality is psychological capital because there are dimensions that affect the personality of individual employees (Purba & Seniati, 2004; Tang, 2020; Zacharias, 2022).

The psychological dimension in the individual is an important factor that can affect the appearance of OCB in employees and one of the factors is psychological capital. Psychological capital is defined as a combination of positive traits in individuals that can stimulate creative or innovative behavior in employees, a combination of these traits complement and support each other. The combination of positive traits that form psychological capital according to Luthans and Youssef-Morgan is divided into four dimensions, namely self-efficacy, optimism, hope, and resilience (Luthans & Youssef-Morgan, 2017; Pradhan et al., 2016; Suvonova et al., 2019).

Employees who have high levels of psychological capital, such as strong levels of self-confidence, optimism about work, high expectations, and the ability to cope with stress, are generally more likely to exhibit high levels of OCB. In addition, high psychological capital will also affect the level of OCB in employees and will affect the results of productive performance, help fellow colleagues, help find new ideas, tolerance to regulations, and follow policies given by superiors or organizations. The overall psychological capital dimension has proven to play an important role in driving the emergence of OCB in employees. This confirms that psychological capital in individuals, which includes hope, confidence, resilience, and optimism, has a positive impact in motivating employees to behave voluntarily outside of their formal duties in the workplace (Giancaspro et al., 2022)(Avey et al., 2008; Yildiz, 2019).

Psychological capital for OCB is not new in a study, previous studies have shown mixed results regarding the relationship between psychological capital and OCB. Several studies have shown that there is a significant influence of psychological capital on OCB, highlighting the importance of individual characteristics in shaping employee behavior in the workplace. However, there are also findings that imply that there is no relationship between psychological capital and OCB, suggesting complexity in the factors that influence such behavior. In addition, differences in the use of theories and research methods can also cause differences in results between one research and another. Additional variables included in the analysis model, different organizational contexts, or differences in sample size can affect the results of the study.

Previous literature studies have shown that psychological capital does not always have a significant direct influence on OCB. Psychological capital which includes dimensions such as hope, optimism, resilience, and self-efficacy is more often found to affect OCB through the role of mediating variables. These mediating variables can be factors such as job satisfaction, organizational commitment, or work engagement, which act as intermediaries in the relationship or influence between psychological capital and OCB.

This research presents an important contribution in the field of research that explores the impact of psychological capital on OCB. This novelty lies in a specific context, namely in the local government environment in Indonesia which has not been widely researched in literature studies. This study fills the knowledge gap by providing a deeper understanding of how psychological factors, such as psychological capital can affect employee behavior in terms of OCB. Therefore, this study opens up new relevant research fields, especially in the context of employees with backgrounds working in BKPSDM in West Kalimantan.

BKPSDM in West Kalimantan has a very important main role in supporting various aspects of government, especially related to personnel management and human resource development. BKPSDM is an organization under the auspices of the government, so it has great responsibility in managing and developing human resources in its area. This makes it important for every employee to have psychological capital in each of their individual behaviors because it has a crucial role in predicting employee outcomes (performance and job satisfaction) and can increase OCB in each employee.

Based on this, it can be stated that the existence of psychological capital in every BKPSDM employee in West Kalimantan does not only have an impact on improving individual performance and their job satisfaction. In addition, the findings also make a significant positive contribution to the main goal of the organization, namely the development of human resources in its area. This has direct implications in increasing the efficiency and effectiveness of government administration in the region. Employees who have a high level of psychological capital make the organization more effective in achieving its strategic goals and providing better public services to the community in West Kalimantan. Therefore, the researcher is interested in conducting further research in the context of government organizations engaged in personnel management and human resource development, with BKPSDM as the research subject. Furthermore, the researcher initiated this study with the title "Psychological Capital as a Predictor of Organizational Citizenship Behavioral in Employees of the Personnel and Human Resources Development Agency in West Kalimantan"

Literature Review

1. Organizational Citizenship Behavioral

Organ, et al. define Organizational Citizenship Behavioral (OCB) as individual behavior that is free, not directly or explicitly related to a formal reward system, and in the aggregate encourages efficient and effective functioning in the organization. According to (Organ et al., 2005) explained that the aspects in OCB are divided into five constituents, namely:

- a. Altruism, the behavior or actions of employees in helping colleagues who are experiencing difficulties in various situations, including in terms of work tasks or personal problems.
- b. Conscientiousness, the employee's efforts to exceed expectations or tasks set by the company, including efficiency in the use of time and additional effort made voluntarily.
- c. Sportmanship, a behavior in which individuals show a tolerant attitude towards less-than-ideal situations in an organization without complaining or protesting.
- d. Courtesy, the act of maintaining positive relationships with colleagues to avoid interpersonal problems by showing a sense of appreciation and concern for others.
- e. Civic Virtue, a behavior that shows responsibility for the organization and the work carried out by a person.

2. Psychological Capital

Luthans and Youssef-Morgan define psychological capital as a positive psychological condition that develops in an individual with distinctive characteristics: (1) having confidence in the individual to actively choose and provide the effort needed to achieve success when faced with challenging tasks (self-efficacy); (2) have a positive outlook or attitude towards life, namely tend to see the current or future situation with good expectations (optimism); (3) determined and persistent in efforts to achieve goals, and willing to change approaches or methods if necessary to achieve success (hope); and (4) individuals have the ability in the system to adapt to circumstances, recover, and remain strong in the face of pressures, challenges, or significant changes in one's life. Luthans and Youssef-Morgan (2017) explain that psychological capital has four key dimensions that make it up, namely:

- a. Hope, the ability to design strategies in overcoming obstacles and achieving goals.
- b. Optimism, a positive outlook and confidence in a future that is open to growth.
- c. Resilience, the capability or ability possessed by individuals, groups, or communities to face, prevent, reduce, and even eliminate the negative impact of difficult situations.

Self-Efficacy, an individual's belief in his or her ability to drive motivation, utilize cognitive resources, and take the necessary steps to achieve success.

This study presents a novel contribution by exploring Psychological Capital as a predictor of Organizational Citizenship Behavior (OCB) within the context of a local government organization, specifically the Personnel and Human Resources Development Agency (BKPSDM) in West Kalimantan. The novelty lies in examining the dimensions of Psychological Capital—hope, optimism, resilience, and self-efficacy—in an environment characterized by rigid bureaucratic structures, which are often overlooked in previous research. Furthermore, the study highlights self-efficacy as the only significant dimension influencing OCB, a finding that contrasts with prior studies where all dimensions of Psychological Capital were often found to have a significant effect.

This study aims to identify and analyze Psychological Capital as a predictor of Organizational Citizenship Behavior (OCB) among employees of BKPSDM in West Kalimantan, with a specific focus on the contribution of each dimension of Psychological Capital—hope, optimism, resilience, and self-efficacy. The benefits of this research are threefold. Theoretically, it enhances the existing body of knowledge on the relationship between Psychological Capital and OCB, particularly within the underexplored context of government organizations in Indonesia. Practically, it provides actionable insights for organizational leaders to design targeted training programs that emphasize improving self-efficacy, thereby fostering employees' extra-role behaviors that contribute positively to the organization. From a policy perspective, this study serves as a foundation for developing effective human resource policies in government institutions, aimed at increasing organizational efficiency and enhancing the quality of public service delivery.

RESEARCH METHOD

The research approach used in this study is a quantitative approach with the type of research used in this study is the ex-post facto method. Ex-post facto research is a type of research that is carried out after an event has occurred, with the aim of identifying factors that can explain why the event occurred, by looking back (Sugiyono, 2019).

The research population used was 60 employees working at the Sanggau Regency Personnel and Human Resources Development Agency (BKPSDM). In this study, probability sampling was used with a simple random sampling type. The determination of the sample size uses the Krejcie and Morgan table which determines the number of samples based on the total population and if the population is 60 people, a sample of 52 people is obtained due to the reduction of 5% of the population.

The data collection technique uses a questionnaire with the estimation scale used is the Likert scale with a gradation of points 1-5. The instrument used to measure the Organizational Citizenship Behavior (OCB) variable used a measuring tool from Muzamil and Shah called Podsakoff's Organizational Citizenship Behavior Scale (Podsakoff's OCBs) with a construct validity test of CFI = 0.92, GFI = 0.94, and RMSEA value = 0.06 which amounted to 15 statement items and favorable items. Then for the psychological capital variable, it was adapted from Silvia and Anna under the name Compound Pyscap Scale (CPC-12) with a construct validity test of CFI = 0.93, TLI = 0.90, and RMSEA value = 0.07 which is favourable and has 12 items.

The data analysis techniques used are descriptive analysis and inferential analysis. Descriptive analysis is a statistical method used to analyze data with the aim of describing

existing data without any attempt to make generalized conclusions or generalizations. Meanwhile, the inferential analysis used is divided into two tests, namely the classical assumption test and the hypothesis test.

RESULTS AND DISCUSSION

1. Descriptive Analysis

Descriptive statistical test analysis is used to describe the data in detail. In this study, the variables analyzed include Organizational Citizenship Behavior (OCB) and psychological capital.

a. Organizational Citizenship Behavioral (OCB)

The basis of the categorization used is Very High, High, Medium, Low, and Very Low. Based on the results of the hypothesis data test, the values are obtained as attached in the table below:

Table 1. Organizational Citizenship Behavioral (OCB)

Value Range	Category	Distribution	Percentage
$X > 60$	Very High	26	50%
$50 < X \leq 60$	Tall	23	44%
$40 < X \leq 50$	Keep	3	6%
$30 < X \leq 40$	Low	0	0%
$X \leq 30$	Very Low	0	0%
Total		52	100%

A total of 26 employees with a very high OCB category, 23 employees in the high category, 3 employees in the medium category, then no employees in the low and very low categories. This explains that most of the employees are in the very high category.

b. Psychological Capital

The basis of the categorization used is Very High, High, Medium, Low, and Very Low. Based on the test results, the values are obtained as attached in the table below:

Table 2. Psychological Capital

Value Range	Category	Distribution	Percentage
$X > 48$	Very High	18	35%
$40 < x \leq 48$	Tall	26	50%
$32 < X \leq 40$	Keep	8	15%
$24 < x \leq 32$	Low	0	0%
$X \leq 24$	Very Low	0	0%
Total		52	100%

A total of 18 employees showed a very high level of psychological capital, 26 employees were in the high category, and 8 employees were in the medium category. In addition, there are no employees who are in the low and very low categories. This data shows that the majority of employees are in the high category.

2. Inferential Analysis

a. Classical Assumption Test

1) Normality Test

Table 3. Normality Test

	Kolmogorov-Smirnova		
	Statistics	Df	Sig.
OCB	.085	52	.200
Psychological Capital	.113	52	.090

This shows that the data distribution does not deviate significantly from the normal distribution, so it can be used in further analysis with the regression model used in this study.

2) Linearity Test

Table 2. Linearity Test

ANOVA Table			
		Mean Square	Sig.
OCB*Psychological Capital	Linearity	1245.797	.000
	Deviation from Linearity	19.133	.886

These results confirm that the regression model used is in accordance with the existing data, so that the analysis carried out can provide valid and reliable results in describing the relationship between variables.

3) Multicollinearity Test

Table 3. Multicollinearity Test

	Dimension	Tolerance	VIF
Dependent Variable: OCB	Hope	.356	2.806
	Optimism	.520	1.925
	Resilience	.507	1.972
	Self-Efficacy	.356	2.805

This means that each independent variable makes a unique contribution to explaining the dependent variable, so that the regression results can be interpreted more accurately.

4) Heteroscedasticity Test

Table 4. Heteroscedasticity Test

Type	Collinearity Statistics	
	T	Sig.
Hope	1.387	.172
Optimism	.283	.778
Resilience	-.120	.905
Self-Efficacy	-.779	.440

These values indicate that these dimensions do not suffer from heteroscedasticity, which states that residual variance is constant across the entire range of dimensions in independent variables.

b. Hypothesis Test

1) Simultaneous Test (Test F)

Table 5. Simultaneous Test (Test F)

Type	Df	Means Square	F	Sig.
Regression	4	335.737	12.157	.000
Residual	47	27.616		
Total	51			

The results of the F test showed a significance value of $.000 < .05$ and an Fcal value of $15.157 > 2.57$, which shows that the psychological capital variables together (simultaneously) have an influence on the OCB variable.

2) Partial Test (T-Test)

Table 6. Partial Test (T-Test)

Type	t	Sig.
Hope	-.169	.866
Optimism	1.721	.092
Resilience	.996	.325
Self-Efficacy	2.613	.012

Based on the results of the T test on the psychological capital dimensions, it can be concluded that of the four dimensions tested, only the self-efficacy dimension has a significant influence on OCB.

Discussion

The results of the descriptive analysis were obtained that the majority of employees were in a very high category in the OCB variable with the number of employees as many as 26 and a percentage of 50%, this was due to several factors that could affect the level of OCB of employees. Factors that affect OCB do not only come from within the individual and mood, but also from the organizational culture, perception of organizational support, emotional intelligence, and job satisfaction. Factors such as supportive organizational culture, positive perception of organizational support, emotional intelligence, and job satisfaction felt by employees play a crucial role in driving OCB behavior (Wirawan, 2014).

The results of the descriptive analysis showed that the majority of employees had psychological capital behavior in the high category, where as many as 26 employees reached this category or equivalent to 50% of the total respondents. This reflects a significant distribution of high psychological capital among employees by showing that many of them have strong hope, optimism, resilience, and self-efficacy in the context of their work. This phenomenon can be caused by a variety of factors, including support from the work environment, opportunities for self-development, and a positive organizational culture (Lie, 2018).

The next analysis carried out in this study is an inferential test analysis which is used to determine the significance and strength of predictors or the influence between all dimensions and each dimension in the psychological capital variables (hope, optimism, resilience, and self-efficacy) on the OCB variable. The test in determining the major hypothesis (H1) is by using a hypothesis test that focuses on simultaneous tests (F test), the F test is used to assess whether the dimensions (hope, optimism, resilience, and self-efficacy) on the psychological capital variables together have a significant influence on the OCB variable.

Based on the results of the F test that has been carried out by the researcher, the results are obtained that the significance value is $.000 < .05$ and the F_{cal} value is $15,157 > F_{table}$ is 2.57. This means that together (simultaneously) the dimensions of the psychological capital variable become a predictor of the OCB variable and explain that the major hypothesis (H1) is accepted. This is in line with the research of Bogler and Somech who explained that psychological capital is an important predictor in understanding OCB behavior among employees because it includes self-confidence, optimism, hope, and resilience, acting as the main determinant that encourages employees to go beyond their formal responsibilities. Then in Peterson's research, et al. gave significant positive results of psychological capital to OCB, employees with psychological capital in themselves will tend to be more motivated, committed, and willing to take extra actions (OCB) that support organizational effectiveness and efficiency. This is due to their ability to overcome challenges, see opportunities in difficult situations, and maintain a positive outlook on their future within the organization.

Psychological capital has four main dimensions in building it, namely hope, optimism, resilience, and self-efficacy. After conducting a joint test (simultaneous) to determine the

influence of psychological capital on OCB, this study continued with a partial test to determine the influence of each dimension of psychological capital on OCB. The T (partial) test is used in this stage to answer minor hypotheses (H2, H3, H4, and H5) that examine the contribution of individuals from each dimension to OCB behavior (Luthans & Youssef-Morgan, 2017).

The first dimension of psychological capital is hope (H2). Based on the T test that has been carried out, a significance value of .866 is obtained greater than .05 and a Tcal value of .169 is smaller than Table 2.011 which explains that the hope dimension has no influence on OCB. In other words, the expectations of employees do not make a meaningful contribution in encouraging them to take extra actions outside of their main duties in the organization. The lack of hope's influence on OCB suggests that employees may not have enough courage or effective strategies to achieve their goals due to the rigid nature of government organizations.

The second dimension of psychological capital is optimism (H3). The T-test that has been carried out has a significance value of .092 greater than .05 and a Tcount value of 1.721 less than Table 2.011, which shows that there is not enough evidence to support the hypothesis if optimism has a significant effect on OCB. Thus, in the context of this study, optimism cannot be considered a significant predictor of OCB behavior among employees who are the subject of the study. Optimism is a perspective in an individual who is comprehensive, sees the good side of things, thinks optimistically, and has the ability to give positive meaning to personal experiences. When a person is less optimistic about the work environment or the organization they work for, this can reduce the intrinsic motivation to behave voluntarily or do more than expected (Pandya, 2024; Seligman, 2000).

The third dimension of psychological capital is resilience (H4). Based on the T test that has been carried out, a significance value of .325 is obtained greater than .05 and a Tcal value of .992 is smaller than Table 2.011, which explains that resilience is not a predictor of the influence on OCB. Resilience means the ability of an individual to face, pass, and recover from difficult situations or trials that he or she is facing. While employees may have a high level of resilience, which reflects their ability to survive and recover from challenges or failures, this is not enough to significantly encourage them to engage in OCB behaviors such as helping colleagues or taking initiatives outside of their primary duties (Paul et al., 2016; Reivich & Shatté, 2002).

The last or fourth dimension of psychological capital is self-efficacy (H5). The T-test that has been carried out has a significance value of .012 less than .05 and a Tcount value of 2.613 greater than Ttable 2.011, based on which it shows that self-efficacy has a significant influence on OCB. Self-efficacy is defined as an individual's belief in his or her ability to organize and carry out the necessary steps to achieve the expected goals through the actions taken. Increased self-efficacy tends to increase the likelihood of individuals engaging in OCB behaviors such as helping coworkers, taking additional initiatives, or contributing to organizational success outside of their primary duties. This is because self-efficacy reflects an individual's belief in his or her ability to succeed in performing certain tasks (Bandura, 2010; Syamsuddin & Badarwan, 2017).

Based on the analysis that has been carried out, the results are obtained that psychological capital, especially in the dimension of self-efficacy, plays an important role in encouraging OCB behavior in BKPSDM Sanggau Regency. Self-efficacy shows a significant influence on OCB, it illustrates that an individual's belief in their ability to overcome challenges and achieve goals motivates them to be willing to work beyond their official description (extra role) that benefits the organization.

CONCLUSION

The conclusion of this study is that the inferential analysis of the simultaneous test (F test) of the psychological capital variable is a predictor of OCB. Then the partial test (T-test) of the hope dimension has no effect, the optimism dimension has no effect, the resilience dimension has no effect, and the self-efficacy dimension is the only predictor of psychological capital towards OCB.

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