

Supporting the Influence of Psychological Capital and Transformational Leadership on Organizational Citizenship Behavior

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Abstract

This action research aims to find out whether psychological capital and transformational leadership affect organizational citizenship behavior through work engagement with employees of a pharmaceutical packaging-based company in Bekasi. The data collection method in this study used survey methods and distributed questionnaires, respondents were selected by purposive sampling method. The criteria were permanent employees who worked in the same company based on the packaging of medicines located in Bekasi and have worked for at least the last 1 year. The number of samples used was 218 people. The analytical method used is the analysis structural equation model (SEM). The findings from this study were psychological capital, transformational leadership's positive and significant effect on work engagement, and work engagement's positive and considerable influence on organizational citizenship behavior. But psychological capital and transformational leadership does not affect organizational citizenship behavior. Besides that, psychological capital and transformational leadership have positive and significant effects on organizational citizenship behavior through work engagement. In addition, the results found that work engagement can mediate the influence between psychological capital and transformational leadership on organizational citizenship behavior.

Key Words : action research, work engagement, citizenship behaviour

Abstrak

Penelitian tindakan/kaji terap ini bertujuan untuk mengetahui apakah modal psikologis dan kepemimpinan transformasional berpengaruh terhadap Organizational Citizenship Behavior melalui work engagement pada karyawan perusahaan berbasis kemasan farmasi di Bekasi. Metode pengumpulan data pada penelitian ini menggunakan metode survei dan penyebaran kuesioner, responden dipilih dengan metode purposive sampling. kriterianya adalah pegawai tetap yang bekerja pada perusahaan yang sama berdasarkan kemasan obat yang berlokasi di Bekasi dan telah bekerja minimal 1 tahun terakhir. Jumlah sampel yang digunakan sebanyak 218 orang. Metode analisis yang digunakan adalah analisis model persamaan struktural (SEM). Temuan dari penelitian ini adalah modal psikologis, kepemimpinan transformasional berpengaruh positif dan signifikan terhadap work engagement, dan work engagement berpengaruh positif dan besar terhadap Organizational Citizenship Behavior. Namun modal psikologis dan kepemimpinan transformasional tidak berpengaruh terhadap Organizational Citizenship Behavior. Selain itu modal psikologis dan kepemimpinan transformasional berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior melalui work engagement. Selain itu, hasil penelitian menemukan bahwa keterikatan kerja dapat memediasi pengaruh antara modal psikologis dan kepemimpinan transformasional terhadap perilaku kewarganegaraan organisasi.

Kata Kunci : kaji terap, ikatan kerja, perilaku warga negara

INTRODUCTION

The need for medicines is a primary need for every community depending on the level of urgency. This makes the pharmaceutical sector have to work extra hard to ensure the availability of medicines on the market. One of the most important things in ensuring the availability of medicines in the market is the packaging. The design of the product packaging has been improved in terms of providing comfort as well as patient compliance. This has happened since the times and also to avoid counterfeiting of products due to the increasing circulation of counterfeit preparation products (Rahmayanti and Sriwidodo, 2021). The existence of these conditions requires the workforce in the industry to be extra in producing packaging products that comply with established standards. These set demands cause the existing work tension to be felt to increase so that workers need encouragement from all aspects of the organization to avoid psychological disturbance of employees.

The existence of psychological capital is considered very important for employees and the company. Psychological capital is an individual's positive psychological condition that includes four



positive psychological resources: self-efficacy, optimism, hope, and resilience (Giancaspro et al., 2022). There is psychological capital improves organizational performance and this is due to the positive contribution of the company's resources, especially human resources which are strategic resources that can contribute to the sustainability and competitive advantage of the organization (Crook et al., 2008; Giancaspro et al., 2022). Psychological capital leads to an intellectual commitment to, and a psychological presence within, an organization, manifesting itself as organizational involvement (Toth et al., 2022). This is illustrated by research which found that there is psychological capital this drives the emergence of organizational citizenship behavior and also work engagement among employees (Sridadi et al., 2022). Likewise, research conducted by Giancaspro et al. (2022); Gupta et al. (2017); Martha Sari Ayu et al. (2022); Zeng et al. (2023) also found that there is psychological capital this drives the emergence of organizational citizenship behavior and also work engagement employee.

In addition to the psychological condition of employees, the important role of leaders in the company is another factor that has a major impact on the improvement of work engagement and organizational citizenship behavior of employees. According to Pillai (2013), there are several types of leadership styles, one of which is transformational leadership is a principled leadership style motivating its members and working together will be better in achieving performance and exceed expectations. Companies that have leaders with a transformational leadership style have good competence and can encourage employees to have innovative work behavior and can provide improvements to the quality of their work (N. N. Dewi & Wibowo, 2020; Hansen & Pihl-Thingvad, 2019). When a company leader gives appreciation or provides services to employees with a vision that can be used as an example by employees and then also provides support for employees so they can develop and then pays more attention to employees, employees will also tend to be close to the organization and will have a sense of survival. and contributed to the company (Izzatuddin & Kusumastuti, 2021).

Work engagement become another important factor in the management of human resources (HR) in an organization. Katou et al. (2022) stated that the concept of work engagement concerns the psychological condition of employees with their work and relates to the appreciation, dedication, and enthusiasm that exists within the individual. Bakker & Albrecht (2018) understand that the concept is understood as a way to increase the ability of proactive employees by showing self-directed, initiative, as well as an attitude of responsibility for its development and performance. According to Alfes et al. (2013), the more engaged an employee is with his job and the organization in which he works, the less willing he is to leave the organization. In addition, Sridadi et al. (2022) found that the more engaged an employee is with his job and the organization, the more employee's OCB behavior will increase to achieve company goals. Likewise, research conducted by Giancaspro et al. (2022); Sridadi et al. (2022); Gupta et al. (2017); Martha Sari Ayu et al. (2022); Tawil et al. (2023); Zeng et al. (2023) who also found that the more engaged an employee is with his work and the organization, the more employee's OCB behavior will increase to achieve company goals.

Conditions in pharmaceutical packaging-based companies where the object of this study was found to be fact engagement employees are still low due to concerns that arise in employees when given the trust to increase their career path, employees prefer to stay in their current career position. This has an impact on the emergence of a desire to leave the company for fear of not being able to adjust to a new level. This is also because the work tension in this environment is very high which disturbs the psychological condition of employees. This study aims to determine whether psychological capital and transformational leadership affect organizational citizenship behavior through work engagement with employees of a multinational company that has been established for 35 years and is the only one based on glass pharmaceutical packaging in Bekasi, West Java.

METHODS

The population of this study is all employees of a multinational company that was founded 35 years ago and is the only one in Indonesia based on the glass packaging of medicines in Bekasi, West Java. The determination of the sample in the study used the Slovin formula with a known population of 450 permanent employees from drug packaging companies. So the number of respondents in this study based on the measurement of the Slovin formula is around 212 respondents. Furthermore, sampling was carried out using the purposive sampling method, which is a sampling technique taking into account certain conditions or conditions (Sugiyono, 2013). This is taking into account that the sample for research is based on certain considerations and the sample obtained is not taken randomly and has



predetermined criteria. The criteria for respondents who were sampled were employees who worked in the same company based on the packaging of medicines located in Bekasi and have worked for at least 1 year.

The distribution of questionnaires was carried out by researchers who were also the initial stage for collecting data. The data collection began in June 2023. In this study, a quantitative approach was carried out using the SEM method with an approach of partial least square path modeling. PLS is more predictive oriented by using an approach based on variance with the relationship between latent variables and their indicators being reflective and formative, in this case, 2 sub-models form the basis of PLS and SEM analysis, namely the outer model which explains the influence of manifest variables in the presentation of latent variables and the inner model which shows the strength between latent variables.

RESULTS AND DISCUSSION

The respondents of this study were employees from a pharmaceutical packaging-based company located in Bekasi. Based on the evaluation of 218 employees, it was found that 51.38% of the employees in the company were male employees and 48.62% were female employees, with the majority of employees in the age range of 46-55 years (56.42%), with the majority of years of service in the > 20 years (62.38%). Most employees, 57.80%, have a high school education or equivalent. These employees are divided into several departments including Personal VIA (37.15%), Facility Management (9.63%), Personnel Other Prod (14.68%), Personnel AMP (24.31%), Inbound & Int Logist (1.83%), Sales (1.38%), IT (0.46%), Production Planning (0.46%), Quality Management (1.83%), Finance & Controlling (0.92%), Site Management PPI (2.75%), Customer Services (0.92%), Production Overhead (0.46%), Purchasing (0.46%), HR (0.6%), and quality Control (2.30%).

Variable measurement psychological capital adopted from Costantini et al. (2017) consists of four indicators, namely 1) self-efficacy measured by six statements; 2) optimism measured by seven statements; 3) hope measured by three statements; and 4) resiliency measured by five statements. Variable measurement transformational leadership and work engagement adopted from Katou et al. (2022) consists of 3 indicators, namely for transformational leadership measured by 1) responsive leadership measured by five statements; 2) supportive leadership measured by three statements; and 3) developmental leadership measured by three statements. Whereas for work engagement consists of three indicators, namely 1) vigor as measured by four statements; 2) dedication as measured by five statements; 3) absorption as measured by four indicators. Variable measurement organizational citizenship behavior adopted from Zia et al. (2021) consists of 5 indicators namely 1) altruism measured by three statements; 2) courtesy measured by three statements; 3) civic virtue measured by three statements; 4) sportsmanship measured by three statements; and 5) conscientiousness measured by three statements. Known the results of testing the validity of the constructed instrument through testing found that all statements in the questionnaire were declared valid with all $r\text{-count} > r\text{-table}$ (0.1381). Likewise, all statements in the questionnaire have been declared reliable by finding a value-cronbach's $\alpha > 0.70$ so that all statements are feasible for further testing. Next, the result of validity and reliability tests through SEM testing obtained results on the reflective measurement model based on recommendations from Hair et al. (2017) that all values loading factors the results obtained have met the requirements, namely > 0.70 , which means that all indicators used have fulfilled the validity requirements, the results are as follows.

It is known that the AVE value of each variable is > 0.5 and it can be concluded that the PLS SEM model is said to meet the requirements of good convergent validity because the model requirements to have good validity must have an AVE value of > 0.5 on each reflective indicator.

Table 1. The Test of Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Citizenship Behavior (Y)	0,882	0,914	0,679
Psychological Capital (X1)	0,839	0,892	0,675
Transformational Leadership (X2)	0,833	0,899	0,749
Work Engagement (Z)	0,903	0,939	0,838



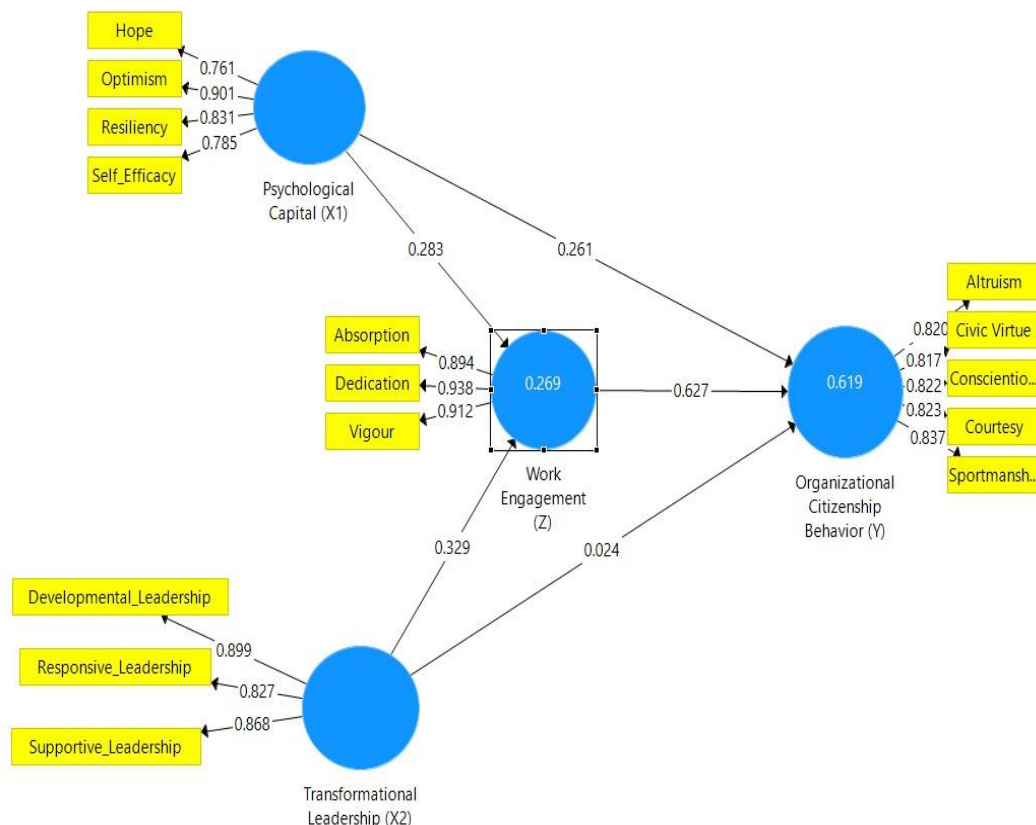


Figure 1. Convergent Validity Value (Loading Factor)

Based on Table 1, the values of all latent constructs have good, consistent and accurate reliability because they meet the requirements with a composite reliability value and a Cronbach's-alpha value in each construct that is more than 0.7. This is related to construct reliability testing by looking at the Cronbach's-value. the alpha for each latent variable, if the composite reliability value and Cronbach's-alpha value for each variable are known to be more than 0.7, it can be concluded that the model is reliable. The R square value is used to measure the degree of variation in the variable change from the independent or exogenous variable to the dependent or endogenous variable, and the R square in this test is used to test the inner model for the dependent variable as well as the t-test and the significance of the parameter coefficients in the structural path.

Table 2. R-Square Value

	R Square
Organizational Citizenship Behavior (Y)	0,619
Work Engagement (Z)	0,269

Table 3. The Result of Direct Effect Hypothesis Test

Hypothesis	Hypothesis Statement	t-hitung	p-value	Information
H1	Psychological Capital has a positive and significant effect on Work Engagement.	2,099	0,036	The data support the hypothesis
H2	Transformational Leadership has a positive and significant effect on Work Engagement.	2,260	0,024	The data support the hypothesis
H3	Work Engagement has a positive and significant effect on Organizational Citizenship Behavior.	5,206	0,000	The data support the hypothesis
H4	Psychological Capital has a positive and significant effect on Organizational Citizenship Behavior.	1,921	0,055	The data does not support the hypothesis
H5	Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior.	0,273	0,785	The data does not support the hypothesis



Estimation result data R-square can be seen in Table 2, it is obtained that psychological capital, transformational leadership, and work engagement able to explain the diversity of employee performance of 61.9% and the remaining 38.1% is described in other independent variables which do not exist in the research model. And psychological capital and transformational leadership can explain diversity work engagement of 26.9% and the remaining 73.1% is described in other independent variables which do not exist in the research model. After going through the measurement requirements, the next stage can be carried out, namely testing the hypothesis of the direct and indirect effects of peaceable with the bootstrapping method and the following results.

Based on the results of the hypothesis testing above, it is known that the three hypotheses have value t-statistics > 1.96 or p-value < 0.05 so that these results support the research hypothesis or in other words, the proposed hypothesis is accepted. While the other two hypotheses are not accepted (rejected) because they have a value t-statistics < 1.96 or p-value > 0.05 . In addition, the results obtained from the analysis of the indirect effect of the variables psychological capital and transformational leadership to organizational citizenship behavior through work engagement which can be explained based on the results of the analysis bootstrapping, the following results.

Table 4. Indirect Influence Hypothesis Test Results

Hypothesis	Hypothesis Statement	t-count	p-value	Information
1	Psychological Capital has a positive and significant effect on Organizational Citizenship Behavior through Work Engagement.	1,971	0,049	The data support the hypothesis
2	Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior through Work Engagement.	2,207	0,028	The data support the hypothesis

The results of Table 4 show that both hypotheses have a t-count value > 1.96 or p-value < 0.05 so that these results support the research hypothesis or in other words, the proposed hypothesis is accepted. So, it can be interpreted that variable work engagement is capable of acting as a mediator of the influence of psychological capital and transformational leadership on organizational citizenship behavior. The influence of psychological capital to work engagement showed positive and significant results. This shows that if the psychological condition of employees at the company is positively supported by the company, it will increase the work involvement of employees in advancing the company. According to Toth et al. (2022), it is a generally acknowledged fact that happy workers are productive workers, but this statement does not explain how one can become a happy worker or the types of resources needed at an individual, team, or organizational level to support this process (Nielsen et al., 2017). The importance of psychological capital for the development of workplace engagement has also been recognized and is now described as an important predictor of engagement at work along with job resources (Grover et al., 2018).

Then found a positive or good and significant influence on work engagement obtained from transformational leadership in this study. This means that when the transformational role of the company's leaders increases, it will further increase the involvement of employees in advancing the company. In this case Hadinata & Surati (2019) explained that one important factor and a supporting factor and driving force for the formation of work engagement for the sustainability or success of organizations or companies that have implemented work, namely sustainable work engagement, is leadership, this is due to leadership behavior that This transformational will provide a stimulus for employees to participate or be involved in internalizing the goals to be achieved by the organization, employees will understand their involvement and feel confident about their relationship with the company and workers will also understand their role and the contribution they bring to achieving the goals of the organization. Schwarz, 2017).

Workers or employees who are involved in their work will feel more or have energy focused on organizational goals and can work hard through increasing discretionary efforts than employees who are not involved at all (Sofiah et al., 2022), and other descriptions are taken from research results which contain employees who are involved in the work they do will tend to feel more energy and have a commitment to high standards in their work (Chaudhary et al., 2018; Ayu et al., 2022; Nguyen et al.,



2020). The description above relates to work engagement in which it plays an important role in centrally increasing OCB among workers or employees in various organizations (Sofiah et al., 2022), and making work will tend to carry out various kinds of tasks with more enthusiasm, work employees are more efficient and employees can have the thought of carrying out their duties outside of their own working hours. Employees or workers who have work engagement will tend to have a positive attitude and can make their own positive feedback in terms of awards and recognition from leaders and successful or successful achievements (Ayu et al., 2022), then there is also research from Song & Kim (2019) who explained about work engagement which has had an impact on events which will then have an impact on the life of the employee himself.

The research that describes the results of work engagement has a good or positive and significant influence on organizational citizenship behavior which is the result of research from Giancaspro et al. (2022), then more or less the same results were obtained by concluding that work engagement has or has a good and significant influence on organizational citizenship behavior which is research from Tawil et al. (2023).

But insignificant results were found in the study of psychological capital does not have a significant influence on organizational citizenship behavior, it can be concluded that improving the psychological condition of employees will not directly have a major influence on the improvement of organizational citizenship behavior of employees. The description above it is very contradictory and not the same as the results of previous research which explained that psychological capital has a quite good and significant influence on organizational citizenship behavior as done by Budi & Purwandari (2022); Cesar et al. (2022); Gupta et al. (2017); Hadinata & Surati (2019); M.Jin et al. (2022); Martha Sari Ayuet al. (2022).

In this case, there is a conclusion that shows that there is no significant influence between transformational leadership on organizational citizenship behavior and this also means that leaders from organizations cannot have a large influence on their work on increasing organizational citizenship behavior from workers, of course, this is very contradictory or not the same as the results of previous studies which showed that there was a significant and also good influence on transformational leadership with organizational citizenship behavior from the same thing as hypothesis four. In previous research, a test was carried out on transformational leadership in OCB and the result is that when leaders from organizations or companies provide motivation, enthusiasm, support, provide support and inspiration, employees will spontaneously have the mind to voluntarily contribute to the company in terms of achieving the company's goals. higher (Qalati et al., 2022), and this is concluded by research from Khalili (2017); Nohe & Hertel (2017), which contains the results of transformational leadership which have a good or positive influence on the formation of OCB in companies, also contradicts the results of this study.

The effect of psychological capital on organizational citizenship behavior can be positively mediated by work engagement in the results of other studies. Likewise, positive and significant work engagement can mediate and influence transformational leadership on organizational citizenship behavior. Referring to the results of the previous direct influence, it is known that psychological and transformational leadership has a pretty good and significant influence on organizational citizenship behavior and it can be concluded that the two variables are not directly able to give effect to organizational citizenship behavior. Likewise, when the variable work engagement was a mediator between the three variables, an indirect effect was found between the variables of psychological capital and transformational leadership to organizational citizenship behavior. So, it can be said that the improvement of the psychological condition and the transformational role of corporate leaders will improve organizational citizenship behavior if the involvement of employees in the company and their work also increases.

CONCLUSIONS

Based on the description above and then also adjusting the existing hypotheses, a separate conclusion can be drawn that the hypothesis proposed by researchers in this study, of the 5 hypotheses, 3 hypotheses have been successful to prove, while the rest are not suitable, including psychological capital having an influence which is good or positive on work engagement and this is significant, then transformational leadership has a good and significant effect on work engagement, the last is work engagement has a good and significant effect on organizational citizenship behavior, for the remaining



hypothesis is psychological capital which has an influence positive but not significant on organizational citizenship behavior and transformational leadership has a positive or good influence but equally insignificant on organizational citizenship behavior.

As for the above, it can be concluded that when psychological capital improves employees will be able to improve work engagement employees towards the company, and it is also able to increase organizational citizenship behavior, indirect employees. But personal psychological capital is still not able to upgrade the organizational citizenship behavior of employees at the company. Likewise, when transformational leadership is upgraded will be able to improve work engagement among employees towards the company, and it is also able to increase organizational citizenship behavior and indirect employees. As well as psychological capital, transformational leadership is also not able to directly influence the increased organizational citizenship behavior of employees. But in this study work engagement plays an important role as an intermediary as well as directly in improving the organizational citizenship behavior of employees.

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