

Analysis Of The Influence Of Work Engagement And Psychological Capital On Organizational Citizenship Behavior Of Employees In Government-Owned Marine Logistics Company

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Abstract:

The purpose of this study is to determine whether psychological capital and work engagement have a substantial impact on organizational citizenship behavior. Employees from the marketing, human resources, and claims divisions made up the population in this study. 300 employees were employed as respondents for this study. In this investigation, sampling was done using accidental and non-probability approaches. The researcher performed confirmatory factor analysis (CFA) to evaluate the measuring device's construct validity. Multiple regression analysis methods were employed in this study. The automated SPSS program was utilized to compute regression in this investigation. According to the findings of the study, psychological capital (self-efficacy, optimism, hope, and resilience) and work engagement (vigor, devotion, and absorption) have a considerable impact on employees' organizational citizenship behavior. Five independent variables were shown to have a substantial impact on organizational citizenship behavior according to the findings of the minor hypothesis test, which examined the regression coefficient of the independent variable on the dependent variable. Self-efficacy, optimism, resilience, vigor, and absorption are the five independent variables. Hope and dedication are two more independent variables that do not significantly affect outcomes. All independent variables together have an overall influence of 45% on organizational citizenship behavior. Additionally, self-efficacy, optimism, hope, resilience, vigor, and absorption are the six independent factors that significantly influence the proportion of variation to organizational citizenship behavior.

Keywords: psychological capital, work engagement, organizational citizenship behavior, employee.

Introduction

The long period of crisis that hit Pertamina made the government finally issue Law No. 22/2001 concerning Oil and Gas, which regulates substantial changes in Pertamina's status. Pertamina, which originally played the role of regulator and implementer in the upstream sector as well as regulator and player in the downstream sector, has changed to become an "ordinary player". This causes the company to face a competitive environment with other competitors. This regulatory change certainly requires companies to carry out a transformation. It is felt that cultural transformation, the implementation of values, and new policies are not fully understood by employees (Zakaria et al., 2023). Socialization in the form of slogans has been posted in several units and the head office, but the absence of real examples from superiors (role models) means that employees do not yet understand what they should do with these values. Readiness as a business player also requires good cooperation (teamwork) between workers internally and between workers and parties outside the company. It is felt that cooperation between workers is still lacking because many employees are still focused on their main work tasks. Apart from that, creative and innovative behavior also requires the support of a good management system. Already, the business has a somewhat effective performance management system (PMS). But the performance management system's implementation is not done consistently. Supporting the creation of new values within the business is important in order to implement the reward and punishment system firmly and consistently. Thus, it is felt that the transformation carried out has not increased the company's effectiveness and efficiency to the maximum (Avey et al., 2018).

Companies that work effectively depend heavily on the behavior of employees who work more than their main job duties. By supporting resource transformation, innovation, and adaptation to maintain the organization in a competitive and dynamic world, this behavior is crucial to increasing the efficiency and effectiveness of the business. Because it can inspire employees to act in ways that go beyond what is strictly required of them in their jobs, organizational citizenship behavior is crucial to achieving organizational effectiveness goals. Therefore, engaging in organizational citizenship behavior can boost an organization's productivity and competitive edge. Because organizational citizenship conduct is the "lubricant" of the social machine of the corporation, it can enhance organizational performance. Organizational citizenship conduct can help keep employee relationships harmonious and lower the likelihood of conflicts, protests, work strikes, absenteeism, and even attrition. Because corporate citizenship behavior is a social force within the company, it can therefore boost effectiveness, efficiency, and performance. Employees exhibit organizational citizenship behavior because they feel a sense of ownership in the business and are content to do more for it (Lubis et al., 2023). These actions include voluntarily using creativity and innovation to enhance one's performance on a task or within an organization, working diligently and enthusiastically to complete tasks, volunteering to take on additional responsibilities, and inspiring others within the organization to follow suit.

Literature Review

Organizational citizenship behavior can increase organizational effectiveness. The organizational effectiveness in question includes organizational citizenship behavior, which can increase labor productivity and managerial productivity. Because it can inspire employees to act in ways that go beyond what is strictly required of them in their jobs, organizational citizenship behavior is crucial to achieving organizational effectiveness goals. Therefore, engaging in organizational citizenship behavior can boost an organization's productivity and competitive edge. PsyCap, or psychological capital, is one of the factors that can help forecast the emergence of OCB (Tannady et al., 2023). High psychological capital workers will exhibit more positive emotions, be more engaged with the company, and have greater OCB levels. The four components of psychological capital are self-efficacy, optimism, hope, and resilience. Self-efficacy is the idea that one can successfully mobilize the motivation, cognitive resources, and behaviors required to complete a certain task in a specific situation. Because they can actively arrange activities and set up the workday to suit them, employees with high self-efficacy will volunteer to assist peers with work-related problems or attend meetings. Therefore, employees who have self-efficacy will show organizational

citizenship behavior (Beauregard, 2022).

Hope is a powerful motivator that is built on two key elements: agency, or the ability to direct one's physical and mental energy toward attaining goals (willpower); and pathways, or the capacity to organize, spot opportunities, and develop other routes to reach these goals. Hopeful employees always make plans and preparations to meet company objectives. If a path runs into difficulties or impediments, employees can also develop backup routes to their final goal. Employees who are in this mindset are more accountable for their work, which results in better organizational citizenship. Resilience is the ability to recover or move on from challenges, conflicts, failure, or even positive occurrences, progress, and added workload (Abadi et al., 2019). Resiliency includes not only the ability to survive and perseverance in facing problems but also positively defending oneself or the company even if it has to move from normal conditions. Employees who have resilience will do various things to defend the company, such as innovating, always providing positive information, and helping colleagues who are experiencing difficulties. Therefore, employees who have resilience will show organizational citizenship behavior. Work engagement is behavior that includes positive emotions, feeling, and being fully involved in doing work. Work engagement has characteristics consisting of three dimensions, namely vigor, dedication, and absorption (Borman et al., 2001).

Vigor is the outpouring of energy and mental fortitude when working, the courage to try as hard as you can to finish a task, and the persistence in tackling challenges at work. High-energy workers are more likely to show up on time, be eager to assist their coworkers, and keep the business innovative (Parulian & Tannady, 2023). High morale will also motivate staff to actively contribute ideas during meetings and take note of the working environment. Employees will exhibit organizational citizenship behavior if the vigor behavior mentioned above is practiced. People that are extremely invested in their work and have a sense of purpose, passion, pride, inspiration, and challenge might be regarded as dedicated (Hidayat & Tannady, 2023). Employees with dedication will be aware of how to behave in a way that benefits the firm most, enhancing the standard of their job and fostering more creativity to boost productivity (Dewi et al., 2019). Devoted personnel aggressively assist coworkers and head off issues before they can develop within the organization. This devoted activity will foster organizational citizenship behavior and sustain the business's effectiveness (Tannady & Purnamaningsih, 2023). Absorption is the behavior of individuals who really appreciate their work, characterized by always being fully concentrated and serious when doing a job. Time feels too fast when working, and employees find it difficult to separate themselves from work because they really enjoy their work. Employees who have absorption behavior will focus more on their work and duties rather than complaining about poor working conditions or exaggerating problems. If employees carry out this behavior, organizational citizenship behavior will appear in employees (Kuncoro et al., 2019).

Methodology

The population in this research is employees. The divisions that are appropriate for sampling are the claims division, the human capital division, and the marketing division. The number of respondents used in this research was 300 employees. Respondents consisted of 150 male employees and 150 female employees. In this investigation, sampling was done using accidental and non-probability approaches. The Likert scale is used by the author to gather data. The author modified a measurement device made by Podsakoff and colleagues. This scale, which has 24 items, assesses conscientiousness, sportsmanship, civic virtue, civility, and altruism the five elements of organizational citizenship behavior. The author verified the accuracy of the tools utilized before conducting data analysis. The researcher performed confirmatory factor analysis (CFA) to evaluate the measuring device's construct validity. CFA is not a tool for data reduction; rather, it is a confirmatory approach for evaluating the construct validity of a measurement. The author then determines if the item has to be dropped or not, as well as whether it is significant in assessing the factor it wants to measure. The factor loading coefficient of each item is then tested using a value hypothesis test. Based on the hypothesis to be tested, the author of this study used multiple regression analysis approaches to examine the claim that psychological capital and work engagement have an impact on organizational citizenship behavior. The automated SPSS version 24.0 program was utilized to compute regression in this investigation.

Case studies

The null hypothesis, which claims that there is no significant influence of self-efficacy on organizational citizenship behavior, is "rejected" based on the research findings, where the self-efficacy regression coefficient value was 0.198 with a significance of 0.003 ($\text{sig} < 0.05$). Thus, self-efficacy has a big impact on how employees behave in their civic roles at work. The level of organizational citizenship behavior rises with self-efficacy. The hypothesis that there is no substantial influence of optimism on corporate citizenship behavior is "rejected" since the optimism regression coefficient value is 0.16 with a significance of 0.015 ($\text{sig} < 0.05$). Consequently, optimism has a big role in organizational citizenship behavior. The level of organizational citizenship behavior increases with optimism. The value of the hope regression coefficient is 0.04 with a significance level of 0.6 ($\text{sig} < 0.05$), indicating that the null hypothesis, according to which there is no discernible effect of hope on organizational citizenship behavior, is "accepted." Thus, there is no discernible impact of hope on corporate citizenship behavior. The hypothesis that resilience has no discernible impact on corporate citizenship behavior is "rejected" since the resilience regression coefficient value is 0.18 and has a significance level of 0.007 ($\text{sig} < 0.05$). As a result, organizational citizenship behavior is significantly influenced by resilience. The level of organizational citizenship behavior increases with resilience.

The hypothesis that there is no significant effect of vigor on organizational citizenship behavior is "rejected" since the vigor regression coefficient value is 0.2 with a significance of 0.01 ($\text{sig} < 0.05$). Thus, vigor has a big impact on how employees behave in terms of corporate citizenship. The level of organizational citizenship conduct increases with vigor. The null hypothesis, which claims that there is no substantial influence of dedication on organizational citizenship behavior, is "accepted" because the regression coefficient value of commitment is 0.01 with a significance of 0.9 ($\text{sig} < 0.05$). This demonstrates that commitment has little impact on organizational citizenship behavior. The hypothesis, which claims that there is no substantial influence of absorption on organizational citizenship behavior, is "rejected" because the absorption regression coefficient value is 0.16 with a significance of 0.03 ($\text{sig} < 0.05$). Absorption consequently has a big impact on organizational citizenship behavior. The level of organizational citizenship behavior increases with absorption.

The findings of this study demonstrate that psychological capital and work engagement have a substantial impact on organizational citizenship behavior. The findings of this study are consistent with earlier studies that found psychological capital and work engagement to be important determinants of organizational citizenship behavior. Psychological capital (self-efficacy, optimism, hope, and resilience) and job engagement (vigor, devotion, and absorption) on the dependent variable, employee organizational citizenship behavior, are the independent variables employed in this study. The findings of this study indicate that self-efficacy, optimism, resilience, vigor, and absorption are the five independent factors that have a substantial impact. The author tries to explain and draw connections between research results and facts that occur in the company environment. Fact-related information was obtained based on the results of brief observations and author interviews with several assistant managers and company Human Resources staff. The explanation includes the answer to the question of why the independent variable in this study can have a significant or insignificant effect on organizational citizenship behavior.

A predictor of the formation of OCB conduct in workers is psychological capital. Self-efficacy, optimism, hope, and resilience are the four components of psychological capital, and they are all employed as predictor variables. According to the findings of this study, three psychological capital variables self-efficacy, optimism, and resilience have a significant and favorable impact on organizational citizenship behavior. On the other hand, organizational citizenship behavior is not significantly impacted by the hope dimension. Self-efficacy, the first component, significantly affects organizational citizenship behavior and has a positive coefficient. Accordingly, the employee's organizational citizenship conduct will be higher the higher their level of self-efficacy. Through conducting interviews, the author was able to gather justifications. Employees typically have a high level of confidence in their ability to perform and finish a job, according to the interviewee. Consequently, the findings of this study are consistent with those of earlier studies on self-efficacy, a conviction in one's own capacity to inspire prosocial action. Employees who have high self-efficacy will have the confidence to help their colleagues, creating a positive work atmosphere that will have an impact on the company.

The second variable that has a significant influence and has a positive regression coefficient is optimism.

These findings support earlier study that found a favorable and significant relationship of the optimism factor on corporate citizenship behavior. This implies that employees' corporate citizenship activity will increase in proportion to their level of optimism. High optimism people will change their expectations and conduct in the future. Positive personality features in psychological capital reflect the significant outcomes of studying self-discipline, historical analysis, connected planning, as well as preventive care. The findings of this study are consistent with the author's interviews' findings. To achieve the company's shared objective, which is to rank among the world's top oil and energy companies, employees must be extremely optimistic. The results for the third variable, hope, indicate that it has no appreciable impact on organizational citizenship behavior. This might be the case because respondents are unable to distinguish between hope and optimism because the qualities of both concepts overlap. The results of previous research found that not all dimensions of psychological capital were valid in their measurement. The optimism dimension is declared invalid as an indicator of psychological capital. This occurred due to errors in understanding the psychological capital questionnaire, which resulted in errors in the respondents' perceptions in interpreting the difference between hope and optimism.

The results of this research may be answered from the author's interviews with several employees, who said that personally, she (the woman) did not have much ambition or hope to pursue a career or strategic position in the company. The author assumes that the female employees in the research sample predominantly do not have the ambition and hope to pursue careers and strategic positions in the company. Respondents felt that women's main task was not only to work but also to take care of their children and husbands. Work is done just for activity and to help the family economy. Resilience, the fourth factor, significantly influences organizational citizenship behavior and has a positive coefficient. This implies that an employee's corporate citizenship behavior will be higher the more resilient the individual is. These findings are consistent with earlier research, which found that the appearance of pleasant emotions acted as a mediator in the link between OCB and resilience. He contends that resilient workers are less likely to give up because they are more able to handle failure at work. The outcomes of the author's interviews are consistent with those of earlier studies. Every employee is required to have toughness and endurance in facing every challenge and task that the company gives him.

The next independent variable used as a predictor in this research is work engagement. Previous studies' findings revealed a significant association between corporate citizenship behavior and work engagement. The three elements of work involvement are energy, devotion, and absorption. Each of the three dimensions being investigated serves as a variable in this study. A possible predictor of organizational citizenship behavior is work engagement. According to the results of the author's own research, there were two factors that significantly influenced organizational citizenship behavior and one that did not. A major influence is exerted by the factors of vigor and absorption. The dedication variable, meanwhile, produced minimal results. In order to make sense of and tie the study findings to the interview findings, the author strives to do so. The fifth factor, vigor, significantly influences organizational citizenship behavior and has a positive coefficient. This suggests that an employee's corporate citizenship conduct increases with their level of energy. Employees that are engaged at work will be excited about their work and deliver excellent standards of work performance. The interview findings confirm earlier studies. Every employee must possess a strong sense of optimism and enormous enthusiasm. Employees will perform at their highest level in order to fulfill the organization's goal of becoming a leading global oil and energy corporation if they have a lot of passion and optimism.

Dedication, the sixth characteristic, has no substantial impact but positively affects organizational citizenship behavior. This implies that an employee will exhibit better corporate citizenship conduct the more dedication they have. These findings contradict the research's and earlier studies' central hypothesis, which holds that commitment significantly affects organizational citizenship behavior. This finding, however, might be explained and is connected to those of sources who previously admitted in interviews that they individually weren't particularly ambitious and aspired to pursue a career and strategic position. When they have only been employed by the company for a year or two, workers frequently want to leave. This is frequently brought on by a desire to accept a job offer with a greater wage. This is one of the possible explanations for why the dedication variable in this study produced non-significant results, according to the research. Absorption, the seventh variable, has a large impact and a favorable coefficient on organizational citizenship behavior. This implies that an employee's organizational citizenship conduct will increase with their level of absorption. The findings of this study are consistent with other research, which found that

organizational citizenship behavior is significantly influenced by work engagement (absorption). The results of the interviews support this conclusion and demonstrate the need for every employee to truly value their work. On average, each employee has quite high work demands and different challenges at each level of position. Of course, enthusiasm and strength alone are not enough to complete every task well and optimally. Therefore, employees must also pay full attention and use their feelings when doing their work so that the results obtained are optimal and the best work results.

Conclusion

Psychological capital (self-efficacy, optimism, hope, and resilience) and job engagement (vigor, devotion, and absorption) have a major impact on employees' corporate citizenship behavior. Five independent variables were shown to have a substantial impact on organizational citizenship behavior according to the findings of the minor hypothesis test, which examined the regression coefficient of the independent variable on the dependent variable. Self-efficacy, optimism, resilience, vigor, and absorption are the five independent variables. Hope and dedication are two more independent variables that do not significantly affect outcomes. All independent variables together have an overall influence of 45% on organizational citizenship behavior. Additionally, self-efficacy, optimism, hope, resilience, vigor, and absorption are the six independent factors that significantly influence the proportion of variation to organizational citizenship behavior.

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