



# The Relationship Between Psychological Capital and Organizational Culture with Organizational Citizenship Behavior among Outsourced Employees at PT. Pura Barutama

Ervana Damayanti<sup>1</sup> and Nugraini Aprilia<sup>2</sup>

<sup>1,2</sup> Psychology Study Program, Faculty of Psychology, Muria Kudus University

## Article Info

### Article history:

Received Mar 10, 2025

Revised Apr 24, 2025

Accepted May 27, 2025

Online First May 31, 2025

### Keywords:

Organizational Citizenship Behavior  
Organizational Culture  
Psychological Capital

## ABSTRACT

**Purpose of the study:** This study aimed to examine the relationship between psychological capital and organizational culture with Organizational Citizenship Behavior among outsourcing employees at PT Pura Barutama.

**Methodology:** This study employed a quantitative correlational design to examine the relationships between psychological capital, organizational culture, and organizational citizenship behavior among 98 outsourced employees in Central Java, Indonesia. Participants were selected through purposive sampling based on specific inclusion criteria, and data were collected using validated questionnaires adapted to the Indonesian context. Statistical analyses included descriptive statistics, Pearson correlation, and hierarchical regression to assess relationships and predictive power between variables. Ethical guidelines were rigorously followed, ensuring informed consent, confidentiality, and data integrity throughout the research process.

**Main Findings:** These findings indicate that the higher the psychological capital and the stronger the organizational culture, the greater the tendency for outsourcing employees to exhibit positive Organizational Citizenship Behavior in the workplace.

**Novelty/Originality of this study:** This study takes a different subject than usual, namely outsourcing employees from PT Pura. It provides a little more understanding of how organizational culture and psychological capital can influence Organizational Citizenship Behavior among the outsourcing employees of PT Pura Barutama.

*This is an open access article under the [CC BY](https://creativecommons.org/licenses/by/4.0/) license*



## Corresponding Author:

Ervana Damayanti,

Psychology Study Program, Faculty of Psychology, Muria Kudus University

Jl. Lkr. Utara, Kayuapu Kulon, Gondangmanis, Kec. Bae, Kabupaten Kudus, Jawa Tengah 59327, Indonesia.

Email: [202160117@std.umk.ac.id](mailto:202160117@std.umk.ac.id)

## 1. INTRODUCTION

Outsourcing linguistically defined as an action to obtain services from outside the company [1]. According to the provisions of Article 1601 b of the Civil Code (KUHPer), outsourcing is categorized as a contract agreement. This means that outsourcing is an agreement in which the contractor is willing to carry out certain work entrusted by the employer, in return for payment as agreed upon together [2]. In addition, outsourcing employees are often referred to as contract employees, which legally means employees with non-permanent employee status or in other

words, employees who only work for a certain period of time based on an agreement between the employee and the organization that provides the work [3].

The trend of using temporary/outsourcing workers in recruitment plans has been rampant in recent times. Based on the 2022–2023 Outlook: Recruitment, Compensation, and Benefits survey report published by JobStreet Indonesia, around 70% of the 1,162 respondent companies expressed their desire to increase or maintain the number of temporary workers. Meanwhile, only 5% of companies plan to reduce their dependence on contract workers, while the rest do not yet have a definite plan regarding this matter. The increasing number of workers in Indonesia poses a challenge for companies in hiring all their employees as permanent employees, considering the significant financial consequences. This condition encourages the wider use of outsourcing workers or non-permanent employees in various industrial sectors. In recent years, this phenomenon has been marked by an increase in the number of workers with temporary status, one indicator of which is a decrease in the number of union memberships [4]. Currently, many companies implement a contract system policy for employees, but still expect optimal results from both permanent and non-permanent employees. There are fundamental differences between the two types of employees. For example, permanent employees have a guarantee of the future that provides a sense of security and stability, while non-permanent employees do not enjoy the same level of security and stability. Therefore, the behaviors shown by permanent and non-permanent employees tend to be different [5].

**Problem Identification and Field Challenges** The widespread adoption of outsourcing has created significant behavioral challenges in organizational settings. Outsourcing employees face unique psychological pressures due to job insecurity, limited career advancement opportunities, and reduced organizational attachment. These conditions potentially affect their willingness to engage in discretionary behaviors that benefit the organization, such as Organizational Citizenship Behavior. Furthermore, the temporary nature of their employment contracts creates uncertainty about their future with the organization, which may influence their psychological well-being and commitment levels. Contract employees often experience higher levels of stress and lower job satisfaction compared to permanent employees, which can negatively impact their extra-role behaviors. Additionally, found that outsourcing employees frequently face discrimination and differential treatment within organizations, leading to reduced organizational identification and citizenship behaviors. These field problems highlight the critical need to understand the psychological mechanisms that can foster positive behaviors among this vulnerable workforce segment. The quality of behavior demonstrated by employees is a key to organizational success

The quality of behavior demonstrated by employees is a key to organizational success [6]. The success of an organization is highly dependent on the ability of employees to make positive contributions, both in planning and carrying out tasks to achieve organizational goals. One form of this contribution is through performance. Organizations demand optimal performance that includes not only primary task behavior (in-role), but also additional behavior outside of the task (extra-role), known as Organizational Citizenship Behavior (OCB). Various terms are used to describe prosocial behavior in the workplace, and many researchers refer to it as organizational citizenship behavior or [7].

Preliminary data collected by the author through interviews found that there was organizational citizenship behavior behavior in several outsourcing employees at PT. Pura Barutama. The first subject with the initials AN who is a non-regular student and also a female outsourcing employee of PT. Pura Barutama with an 11-month contract period in Kudus Regency aged 21 years. During her work she did not have any significant difficulties even though she played a dual role as a student and an outsourcing employee. In relation to work behavior AN admitted that she often came to work early because she thought that coming to work late would result in her salary being cut. Although AN is an outsourcing employee who does not have a direct relationship with the company, she admitted that she still carried out her duties well and responsibly. AN also stated that she did not mind replacing her friends when they were absent. She also tried to respect her friends and was ready to help friends when they needed help. AN also said that her coworkers helped each other when there were friends who got more targets.

The results of the author's interview with the second subject with the initials KM, a 21-year-old female outsourcing employee of PT. Pura Barutama in Kudus Regency with a 1-year work contract for now. Previously, she had worked with a 6-month contract and then got this second contract for 1 year. KM explained that while working, she often volunteered to help her coworkers, because she felt that good cooperation between fellow employees was needed for the company's progress. With this, KM explained that her position was increasingly recognized by the company and it was easier to get an extension of her work contract and was good with her superiors. KM also said that during her work, she was rarely late for work, maybe only a few times during her work. KM also explained that her work made her very comfortable and enjoyable. With the rules and culture in the organization, she did not feel it was a heavy burden because KM felt happy to make her work a habit. KM also explained that when there was a small problem with a coworker, she would voluntarily give in and turn the conflict into a joke again. Meanwhile, the author's interview with the third subject with the initials SA who is also an employee of PT. Pura Barutama in Kudus Regency, a 20-year-old male with a 1-year work contract period who previously had several contracts until the current contract total is 3 years. SA explained that during his work he

felt normal and there was nothing in particular that made SA stressed in his work even though he was still an outsourcing employee. SA explained that he always completed his work on time and tried to meet the company's targets. SA also expressed his willingness to fulfill his superior's orders to do work that was not his part. SA explained that helping friends at work was a common thing and had to be done for mutual progress, because SA considered co-workers not rivals. SA also explained that he was reluctant to use his free time to relax while still in the scope of work, SA preferred to use his time to help co-workers as much as he could. SA said that the tasks given by the organization were not a heavy burden because they had made work tasks a habit. When the boss gave additional tasks when a friend was absent due to illness or other reasons, SA often volunteered to replace his friend's work well. SA said that this made him be considered good by his boss.

According to Hadiansyah et al., [8] The facts show that organizations that have employees with high levels of organizational citizenship behavior tend to have superior performance compared to other organizations. Employees with Organizational Citizenship Behavior show strong loyalty to the organization, feel comfortable and safe in the work environment, and behave in accordance with the company's goals [9]. Satisfaction as a member of the organization in making additional contributions can only be created if employees have a positive perception of their organization. In this context, Sloat stated that employees are not always motivated solely by personal gain, but also feel satisfied when they are able to help coworkers or carry out tasks that exceed their responsibilities.

**Gap Analysis and Theoretical Foundation** Despite the growing body of research on Organizational Citizenship Behavior, significant gaps exist in understanding how psychological and organizational factors influence citizenship behaviors specifically among outsourcing employees. Most existing studies have focused on permanent employees [9], leaving a substantial knowledge gap regarding the unique dynamics of temporary workforce engagement. Previous research by Organ et al., [10] examined Organizational Citizenship Behavior in general employee populations without distinguishing between employment types, while Luthans et al., [11] investigated psychological capital effects but primarily in stable employment contexts. The gap becomes more pronounced when considering the intersection of psychological capital and organizational culture in outsourcing contexts. While demonstrated the individual effects of psychological capital on Organizational Citizenship Behavior, and showed organizational culture's impact on citizenship behaviors, few studies have examined their combined influence specifically on outsourcing employees who face unique employment challenges. This represents a critical theoretical and practical gap that this study aims to address. Furthermore, existing literature predominantly focuses on Western organizational contexts, with limited research examining these relationships in Indonesian outsourcing environments where cultural and economic factors may create different dynamics. The specific organizational culture framework of Indonesian companies, particularly those with comprehensive cultural value systems like PT. Pura Barutama, remains underexplored in relation to Organizational Citizenship Behavior among temporary workers

Given the importance of organizational citizenship behavior for companies, optimizing employee Organizational Citizenship Behavior is essential. Organizational Citizenship Behavior is not only able to increase employee productivity, but also the effectiveness of the organization as a whole, which ultimately contributes to the success of the organization's functions. Discussion of Organizational Citizenship Behavior cannot be separated from the factors that influence it, one of which is Psychological Capital. In facing global competition, both organizations and individuals must prepare themselves, and one way that can be done is by increasing Psychological Capital [12].

Psychological Capital defined as an individual's psychological capacity consisting of four main characteristics, namely self-efficacy, optimism, hope, and resilience. Self-efficacy refers to an individual's belief in their ability to take action and make maximum efforts in completing challenging tasks. Optimism is a positive attribution that individuals have regarding current and future success. Hope describes a positive emotional condition that drives individuals to achieve goals, including the ability to divert or seek alternative paths to achieve those goals. Meanwhile, resilience is an individual's ability to survive and bounce back when facing problems and challenges, and even grow stronger in an effort to achieve success [13].

Psychological capital plays a crucial role in preparing individuals to face change. Such changes require members of the organization to develop new approaches and strategies in achieving goals, as well as fostering confidence and resilience to rise from the various difficulties and setbacks that arise during the change process. In addition, in order to achieve success, individuals also need to have an optimistic attitude towards the future [14]. Psychological capital is viewed as a significant personal resource, which supports the achievement of work goals while encouraging individuals to engage in behaviors outside their primary role [15].

**Research Novelty and Theoretical Contribution** This study introduces several novel elements to the existing body of knowledge. First, it specifically examines the relationship between psychological capital, organizational culture, and Organizational Citizenship Behavior within the unique context of outsourcing employees, addressing a significant gap in the literature. Unlike previous studies that treated employment status as a control variable, this research positions the outsourcing employment relationship as the central context for understanding citizenship behavior development [16]. Second, the study employs a comprehensive organizational

culture framework based on PT. Pura Barutama's eight-dimensional culture model, which provides a more nuanced understanding of how specific cultural elements influence Organizational Citizenship Behavior. This represents an advancement over previous research that used generic organizational culture measures [17]. The integration of this specific cultural framework with psychological capital theory offers a novel theoretical contribution to understanding employee behavior in Indonesian organizational contexts. Third, this research contributes to the emerging field of positive organizational behavior by examining how psychological resources can be leveraged to enhance citizenship behaviors among vulnerable worker populations. This approach shifts the focus from deficit-based models to strength-based understanding of outsourcing employee engagement [18].

According to Avet et al., [14] Individuals with high levels of psychological capital tend to show strong enthusiasm and dedication in carrying out tasks, even in the long term. They have a strong determination to achieve goals, are able to formulate various alternative solutions to problems, and tend to make internal attributions. In addition, they look to the future with optimism, respond constructively to challenges, and remain consistent and persistent in facing obstacles that arise. Performance results are closely related to psychological capital, this can be measured through the intensity of efforts made by individuals. The greater the commitment and effort given by an employee in achieving success, the more likely their performance is to increase continuously [19].

**Research Urgency and Practical Significance** The urgency of this research stems from several critical factors. First, the increasing prevalence of outsourcing arrangements in Indonesian industries necessitates immediate understanding of how to optimize the performance and well-being of this growing workforce segment [20]. With over 70% of companies planning to maintain or increase their use of temporary workers, understanding the psychological and organizational factors that promote positive behaviors becomes crucial for organizational effectiveness [21]. Second, the post-pandemic economic recovery has intensified the reliance on flexible employment arrangements, making it essential to understand how organizations can foster engagement and citizenship behaviors among non-permanent employees. The economic pressures faced by outsourcing employees require immediate attention to ensure both organizational productivity and worker well-being. Third, the potential for exploitative practices in outsourcing relationships creates an urgent need for research that can inform ethical management practices and policy development [22]. Understanding how psychological capital and organizational culture can promote authentic Organizational Citizenship Behavior rather than compliance-driven behaviors is critical for sustainable employment practices

Previous research conducted Satyanto & Soliha [23] with the title "The Role of Social Capital in The Relationship between Psychological Capital and Leader Member Exchange on Organizational Citizenship Behavior" shows a significant positive relationship between Psychological Capital and Organizational Citizenship behavior conducted on employees of PT Pos Indonesia (Persero). Another study from [24] with the title "Psychological Capital and Organizational Citizenship Behavior Among Nurses During The Covid-19 Epidemic: Mediation of Organizational Commitment" shows a significant positive relationship between Psychological Capital and Organizational Citizenship behavior in hospital nurses.

Another factor that also influences organizational citizenship behavior that originates from external sources is the organizational culture of the Organ [25]. Wheelen & Hunger [26] explains that organizational culture is a collection of beliefs, hopes, and values that are held together by members of the organization and passed on to the next generation. In addition, Kreitner and Kinicki [26] state that organizational culture is shared values and beliefs that form the basis of identity and guidelines for maintaining the sustainability of the organization.

Organizational culture is a system of beliefs and values formed and adopted by an organization, which plays a role in forming and directing the behavior of its members. Meanwhile, according to Munandar [27] Organizational culture is a pattern of thinking, feeling, and acting that is formed and developed in an organization or in certain units within it. Therefore, organizational culture functions as a social force that is invisible, but has a strong influence in encouraging individuals in the organizational environment to carry out various work activities [28].

Organizational culture plays an important role in increasing work effectiveness, both in the short and long term. The main strength of an organization lies in the cooperation between its members, not in differences or personal interests. This cooperation reflects the nature of the organization which consists of individuals with diverse cultural backgrounds (multicultural), who naturally need social life and collective work according to their respective levels of culture and civilization. When cooperation is established regularly, the organization's goals will be easier to achieve, the needs of members will be met, and work can be done efficiently and productively [29]. Organizational culture also creates shared practices within the company, but building a strong culture cannot be done instantly. Therefore, commitment and cooperation from all elements in the organization are needed [30].

The organizational culture in PT. Pura Barutama consists of 8 corporate cultures, namely: first, continuous innovation which means the attitude of employees to always seek new discoveries that are applicable. Second, complete work which means the level of seriousness of employees in completing all work that is their responsibility and the level of employee willingness to carry out their work. Third, not arrogant, namely the level of openness of employees in accepting the possibility that their work still contains errors. Fourth, willing to bother which means

the level of readiness carried out by employees to ensure that the implementation of the work can be completed. Fifth, having good intentions, namely the level of employee confidence that good results can only be obtained with good intentions and the attitude of employees to put common interests/companies above personal interests. Sixth, not being easily satisfied, namely the attitude of employees to always obtain better and more useful work results than what has been achieved previously. Seventh, being ready to face challenges, namely the level of employee confidence in their ability to carry out their work/new tasks given to them and the attitude of employees not to feel nervous or hesitant in accepting and carrying out new work/tasks given. Eighth, can work in teamwork, namely the attitude of employees to feel that they are also responsible for the problems faced by others in their work group and that the problems they face are also the responsibility of their work group, as well as the level of synergy (better results) obtained by the work group from the participation of employees in their group. Based on the results of research from Wibowo & Soewito [31] said that of the 8 organizational cultures at PT. Pura Barutama, there are several company cultures that have a positive influence on increasing the probability of achieving the performance of PT. Pura Barutama employees.

Research conducted by Siswondo et al., [32] with the title "The Influence of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior Employees" shows that Organizational Culture specifically has a positive and significant influence on Organizational Citizenship Behavior in employees. Another study conducted by [33] with the title "The Effect of Organizational Culture and Employee Competence on Organizational Citizenship Behavior with Work Motivation as a Mediation Variable (Case Study in Pekalongan District Land Office)" shows that Organizational Culture has a positive and significant influence on Organizational Citizenship Behavior. This means that the better the organizational culture, the higher the Organizational Citizenship Behavior.

Research Objectives Based on the comprehensive analysis of existing problems, theoretical gaps, and practical urgency, this study aims to achieve several specific objectives. The primary objective is to determine the relationship between psychological capital and organizational culture with Organizational Citizenship Behavior in outsourcing employees of PT. Pura Barutama. Specifically, this research seeks to: (1) examine the direct relationship between psychological capital and Organizational Citizenship Behavior among outsourcing employees; (2) investigate the direct relationship between organizational culture and Organizational Citizenship Behavior in the outsourcing context; (3) analyze the combined influence of psychological capital and organizational culture on Organizational Citizenship Behavior; and (4) provide evidence-based recommendations for enhancing citizenship behaviors among temporary workforce populations. The findings of this study are expected to contribute to both theoretical advancement and practical applications in human resource management, particularly in the context of outsourcing arrangements. By addressing the identified gaps and responding to the urgent need for understanding outsourcing employee behavior, this research aims to provide valuable insights for organizations, policymakers, and researchers interested in optimizing temporary workforce engagement and performance.

## **2. RESEARCH METHOD**

### **2.1. Research Types**

This study employed a quantitative correlational research design aimed at exploring the relationships between psychological capital, organizational culture, and organizational citizenship behavior among outsourcing employees. A correlational approach was chosen because it allows the researcher to examine the strength and direction of associations between variables in a natural setting without manipulating any conditions. This method is considered appropriate for studies conducted in organizational environments where ethical and practical constraints limit experimental manipulation.

### **2.2. Research Subjects**

The population in this study consisted of outsourcing employees working at a private company in Central Java, Indonesia. The sampling technique used was non-probability purposive sampling, where participants were selected based on specific criteria relevant to the research objectives. The inclusion criteria required participants to be actively employed as outsourcing workers for at least six months, be between 18 and 65 years of age, have the ability to understand questionnaires written in the Indonesian language, and give voluntary informed consent to participate. The minimum sample size was determined using the G\*Power 3.1 software with an alpha level of 0.05, a medium effect size ( $f^2 = 0.15$ ), and a statistical power of 0.80. Based on this calculation, at least 95 participants were required. However, to anticipate dropout and incomplete responses, a total of 98 participants were recruited [34].

### **2.3. Research Instruments**

Three main instruments were used in this study, each adapted to the Indonesian context and tested for reliability. The first instrument was the Psychological Capital Questionnaire (PCQ-24) developed by Luthans et

al., which measures four dimensions: self-efficacy, hope, resilience, and optimism. The questionnaire consists of 24 items rated on a 6-point Likert scale ranging from 1 (strongly disagree) to 6 (strongly agree). The Indonesian version of the PCQ-24 has shown strong internal consistency with a Cronbach's alpha of 0.89 [11]. The second instrument was the Organizational Culture Inventory by Cooke and Lafferty, adapted to suit Indonesian organizational values such as humility, hard work, teamwork, continuous improvement, and innovation. This scale consists of 32 items using a 5-point Likert format and has been previously validated in Indonesian samples [35]. The third instrument used was the Organizational Citizenship Behavior Scale developed by Organ et al., which measures five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. This instrument consists of 20 items rated on a 5-point Likert scale ranging from 1 (never) to 5 (always), and has demonstrated satisfactory psychometric properties in the Indonesian context.

## **2.4. Data Collection Techniques**

The data collection process was conducted in multiple stages to ensure validity and data integrity. Initially, ethical approval was obtained from the institutional review board, and research permits were secured from the company's management. Informed consent procedures were prepared in accordance with ethical guidelines. A pilot test was conducted with 30 participants to evaluate the clarity and cultural relevance of the adapted instruments. Feedback from the pilot study was used to make necessary adjustments to wording and formatting [36]. The main data collection was carried out through Google Forms, and participants accessed the online questionnaires via links distributed with the help of company liaisons. Informed consent was obtained digitally before participants proceeded to answer the questions. To ensure data quality, responses were screened for completeness, duplicate submissions were removed, and any inconsistencies were cross-checked.

## **2.5. Data Analysis Techniques**

The data were analyzed using both descriptive and inferential statistics. Descriptive statistics such as mean, standard deviation, frequencies, and percentages were used to summarize the demographic characteristics of participants and distribution of responses. Prior to hypothesis testing, assumption tests were performed. The Kolmogorov-Smirnov test was used to check for data normality, where a significance value greater than 0.05 indicates a normal distribution [37]. Linearity between variables was assessed through scatter plots and deviation from linearity tests. Homoscedasticity, or the equality of variances, was tested using Levene's Test. After assumptions were met, the Pearson product-moment correlation was applied to assess the strength and direction of the relationships between variables. Effect sizes were interpreted based on Cohen's conventions (0.10 = small, 0.30 = medium, 0.50 = large). To further test the predictive power of psychological capital and organizational culture on OCB, hierarchical multiple regression analysis was performed, including examination of  $R^2$ , adjusted  $R^2$ , and the significance of each predictor.

## **2.6. Research Procedure**

The research procedure followed a logical sequence beginning with initial planning and literature review, which formed the basis for theoretical framework development. Next, the study design was formalized, and instruments were selected and adapted to fit the local context. Ethical approval and organizational permissions were then obtained. A pilot test involving 30 participants was conducted to validate the instrument clarity, after which the instruments were refined. Main data collection was conducted with 98 participants using online platforms. Data cleaning and verification were carried out to ensure accuracy and completeness. Once the data met the necessary assumptions, descriptive analysis was performed, followed by correlation and regression analysis. The final steps included interpreting the results, drawing conclusions, and providing practical recommendations based on the findings.

## **2.7. Ethical Considerations**

This study was conducted in accordance with the ethical guidelines established by the Indonesian Psychological Association and international standards for research involving human subjects. All participants were informed of the research objectives and procedures and were required to provide informed consent before participating. Confidentiality and anonymity were ensured, and participants were allowed to withdraw from the study at any time without penalty. Data were stored securely and used solely for research purposes in accordance with applicable data protection policies.

# **3. RESULTS AND DISCUSSION**

## **3.1. Result**

### **3.1.1. Description of Research Participants**

The research participants were outsourcing employees of PT.X who were still actively working in several different units at PT. X. The research participants were 98 outsourcing employees of PT. X. The following is a description of the research participants in this study:

### 1. Gender

Description of participants based on gender can be seen in the following table:

Table 1. Data Description Based on Gender

Gender	Frequency	Presentation
Man	52	53%
Woman	46	47%

### 2. Age

Description of participants based on age as follows:

Table 2. Data Description Based on Age

Age	Frequency	Presentation
18-20	18	18.4%
21-25	26	26.5%
26-30	29	29.5%
31-35	17	17.3%
36-40	8	8.2%
41-65	0	0%

Respondents in this study will be classified into early adulthood categories based on the developmental stages proposed by Erikson [38].

### 3.1.2. Research Data Description

Descriptive statistics in the normality test using the IBM SPSS statistics 15 program, it can be seen in the following table:

#### 1. Data categories

Table 3. Descriptive Statistics Table

No	Variables	N	Mean	Std. Deviation	Min	Max
1	Psychological Capital	98	104.69	21,499	54	144
2	Organizational culture	98	97.59	20,272	48	136
3	Organizational Citizenship Behavior	98	74.88	11,139	44	100

#### 2. Psychological Capital research data categories

The results of the distribution of the Psychological Capital scale on 98 respondents obtained an Empirical Mean of 104.96 with a Standard Deviation of 22.499 as follows:

Table 4. Psychological Capital Data Category Results

Variables	Very high	Tall	Currently	Low	Very Low
Psychological Capital	3.0%	31.6%	37.7%	18.3%	9.1%
	(3)	(31)	(37)	(18)	(9)

#### 3. Organizational Culture Data Category Results

The results of the distribution of the Organizational Culture scale on 98 respondents obtained an Empirical Mean of 97.59 with a Standard Deviation of 20.272 as follows:

Table 5. Organizational Culture Data Category Results

Variables	Very high	Tall	Currently	Low	Very Low
Organizational culture	4.0%	32.6%	32.6%	20.4%	10.2%

(4)      (32)      (32)      (20)      (10)

#### 4. Organizational Citizenship Behavior Data Category Results

The results of the distribution of the Organizational Citizenship Behavior scale on 98 respondents obtained an Empirical Mean of 74.88 with a Standard Deviation of 11.139 as follows:

Table 6. Organizational Citizenship Behavior Data Category Results

Variables	Very high	Tall	Currently	Low	Very Low
Organizational Citizenship Behavior	6.1% (6)	28.5% (28)	33.6% (33)	24.4% (24)	7.1% (7)

Based on the calculation of research data categories, it is known that the majority of research participants have psychological capital in the moderate category of 37.7% and there were four participants who had psychological capital very low with a percentage of 9.1%. While organizational culture has 2 categories in the same category in the medium and high categories of 32.6% and there are ten participants who consider organizational culture very low with a percentage of 10.2%. Behavior Organizational Citizenship Behavior The majority of the research participants were in the moderate category at 33.6%, and there were seven research participants in the very low category with a percentage of 7.1%.

#### 3.1.3. Assumption Test

##### 1. Normality test

Normality test is conducted to determine whether the data is normally distributed or not. The normality test in this study is used to test psychological capital data, organizational culture, and Organizational Citizenship Behavior on outsourcing employees of PT. X. The normality test is conducted using IBM SPSS statistics 15 using the Kolmogorov Smirnov Test technique through the Asymptotic approach. A power is said to be normal when the significance level value is  $p > 0.05$ .

The results of the normality test on the psychological capital variable obtained a significant level of  $p$  of 0.375 ( $p > 0.05$ ) with a K-SZ of 0.913, which means that the psychological capital data is normally distributed. Likewise, the variable of perception of organizational support obtained a significant level value of  $p$  of 0.570 ( $p > 0.05$ ) with a K-SZ of 0.784, which means that the data of perception of organizational support is normally distributed, and organizational citizenship behavior with a significant value of  $p$  of 0.797 ( $p > 0.05$ ) with a K-SZ value of 0.647, which means that the data is normally distributed.

Table 7. Normality Test Results

No	Variables	K-SZ	p(0.05)	Information
1	Psychological Capital	0.913	0.375	Normally distributed
2	Organizational culture	0.784	0.570	Normally distributed
3	Organizational Citizenship Behavior	0.647	0.797	Normally distributed

##### 2. Linearity Test

Linearity test is one of the requirements in the assumption test that must be met in the correlation technique. The results of the linearity test can be seen in the following table.

Table 8. Linearity Test Results Between Psychological Capital and OCB

Variables	F	Sig (p)	Information
Psychological Capital with Organizational Citizenship Behavior	1.625	0.056	Linear

Based on the results of the linearity test above, the results obtained on the psychological capital variable (X1) with Organizational Citizenship Behavior (Y),  $p$  is 0.056 ( $p > 0.05$ ) with a linear  $F$  of 1.625, so the psychological capital variable (X1) with Organizational Citizenship Behavior (Y) has a linear relationship because the significance is greater than 0.05.

Table 9. Linearity Test Results between Organizational Culture and Organizational Citizenship Behavior

Variables	F	Sig (p)	Information
Organizational Culture with Organizational Citizenship Behavior	0.808	0.771	Linear



Based on the results of the linearity test above, the results obtained on the organizational culture variable (X2) with Organizational Citizenship Behavior (Y),  $p$  is 0.771 ( $p > 0.05$ ) with a linear  $F$  of 0.808, so the organizational culture variable (X2) with Organizational Citizenship Behavior (Y) has a linear relationship because the significance is greater than 0.05.

### 3.1.4. Hypothesis Testing

#### 1. Major hypothesis test

The major hypothesis test in this study was carried out by calculating through the IBM SPSS statistics 15 program with the two predictor regression analysis correlation technique, with the following results:

Table 10. Major Hypothesis Test Results

Model	R	R <sup>2</sup>	Adjusted R Squared	Std Error the Estimate	F	Sig (p)
1 regression	0.885	0.783	0.778	5,248	170,986	0,000

Based on the results of the regression test,  $p$  was obtained as much as 0.000 ( $p < 0.05$ ) with  $rk_{12y}$  0.885, indicating that there is a very significant relationship between psychological capital (X1) and organizational culture (X2) with organizational citizenship behavior (Y), so that the hypothesis stating that there is a relationship between psychological capital (X1) and organizational culture (X2) with organizational citizenship behavior (Y) is accepted with an effective contribution of 78.3%.

#### 3.1.5. Minor hypothesis test

To test the hypothesis regarding the positive relationship between psychological capital and Organizational Citizenship Behavior using IBM SPSS statics 11 with product moment analysis, with the following results:

Table 11. Minor Hypothesis

Variables	R	Sig (p)
Psychological capital * organizational citizenship behavior	0.618	0,000

Based on the results of the Product Moment test on the psychological capital variable (X1) with organizational citizenship behavior (Y), the  $p$  result was 0.000 ( $p < 0.05$ ) with  $rx_{1y}$  of 0.618. This means that the higher the psychological capital, the higher the organizational citizenship behavior, and vice versa, the lower the psychological capital, the lower the organizational citizenship behavior. so that the hypothesis stating that there is a positive relationship between (X1) and (Y), so that the hypothesis stating that there is a positive relationship between (X1) and (Y) is accepted.

To test the hypothesis regarding the positive relationship between organizational culture and organizational citizenship behavior using IBM SPSS statics 15 with product moment analysis, with the following results:

Table 12. Minor Hypothesis

Variables	R	Sig (p)
Organizational Culture * organizational citizenship behavior	0.644	0,000

Based on the results of the Product Moment test on the organizational culture variable (X2) with organizational citizenship behavior (Y), the  $p$  result was 0.000 ( $p < 0.05$ ) with  $rx_{2y}$  of 0.644. This means that the higher the organizational culture, the higher the organizational citizenship behavior, and vice versa, the lower the organizational culture, the lower the organizational citizenship behavior. so that the hypothesis stating that there is a positive relationship between (X2) and (Y), so that the hypothesis stating that there is a positive relationship between (X2) and (Y) is accepted.

### 3.2. Discussion

This study was conducted to determine the relationship between psychological capital and organizational culture with Organizational Citizenship Behavior on employees of PT. X. The results of this study can be seen in the table where the major hypothesis shows that there is a very significant relationship between psychological capital and organizational culture on Organizational Citizenship Behavior on employees of PT. X. The results of this analysis provide an effective contribution of 78.3%. The hypothesis that states there is a relationship between psychological capital and organizational culture with organizational citizenship behavior accepted.

Organ et al [39] state Organizational Citizenship Behavior (OCB) is voluntary behavior carried out by employees on their own initiative, not because of work demands or direct orders from superiors. This behavior is not mandatory, so employees will not be sanctioned if they do not do it. Although not directly listed in the formal

reward system in the organization, OCB still has a very important role in increasing work efficiency and effectiveness. OCB can be seen from various positive actions carried out consistently by individuals, both in the short and long term, as well as real contributions to the team, work unit, or organization as a whole [9]. Behavior that exceeds primary duties or responsibilities is known as extra-role behavior, a form of contribution that is highly valued because it can strengthen the performance and success of the organization. Organizations that want to develop and achieve their goals optimally require employees who not only complete their main tasks, but are also willing to provide additional contributions voluntarily. Therefore, OCB is considered a positive attitude and behavior that has a significant impact on the progress of the organization, so it is important to be developed and possessed by every individual in the work environment [40].

The first minor hypothesis in this study states that there is a positive correlation between psychological capital and organizational citizenship behavior. Based on the results listed in the Table, it was found that there is a significant and unidirectional relationship between the two variables. In addition, the suitability of the results is also seen in the study conducted by [41] in their work entitled "The Relationship Between Psychological Capital and Organizational Citizenship Behavior: A Research on Health Workers". The study confirmed the existence of a positive and significant relationship between psychological capital and organizational citizenship behavior in the health worker environment. These findings strengthen the results of this study that psychological capital plays an important role in encouraging positive voluntary behavior in the workplace.

Adestyani & Nurjajanti [42] states that employees who have high psychological capital tend to be optimistic and do not easily feel disappointed when facing unpleasant work experiences. They are able to build positive emotions and have confidence that good results will be achieved. Employees who have high psychological capital tend not only to complete their responsibilities proactively, but are also willing to help coworkers in completing tasks outside their obligations, as a form of Organizational Citizenship Behavior [24].

It is important for organizations and individuals to increase their psychological capital, which is an asset or capital that already exists in the individual. This psychological capital will increase organizational citizenship behavior [12].

The second minor hypothesis in this study states that there is a positive relationship between organizational culture and Organizational Citizenship Behavior. Based on the results of the analysis in the Table, a very significant positive relationship was found between organizational culture and organizational citizenship behavior. In other words, the stronger and more positive the organizational culture, the higher the tendency of employees to demonstrate organizational citizenship behavior. This study also emphasizes the importance of strengthening organizational support as an effort to increase organizational citizenship behavior. When employees feel supported by the organization, they tend to be more loyal and motivated to contribute more, so that organizational goals are easier to achieve. This finding is in line with research conducted by Lestari et al., [43] in a study entitled "The Effect of Organizational Commitment, Organizational Culture, and Transformational Leadership on Organizational Citizenship Behavior". The study also shows that organizational culture has a positive and significant effect on organizational citizenship behavior, where employees who feel a high level of organizational support will be more likely to demonstrate high organizational citizenship behavior.

This study has several limitations in its implementation process. Although data collection was conducted offline within the company environment, the questionnaire was distributed online via a Google Form link shared through WhatsApp, with the assistance of company staff during certain company activities. However, some respondents were not familiar with using digital technology, particularly in accessing and completing the Google Form. As a result, some participants appeared less enthusiastic when filling out the questionnaire, which affected their understanding of the statements. This led respondents to answer based on subjective interpretation, thereby increasing the potential for bias in the collected data.

More critically, the study's framework may inadvertently legitimize exploitative practices by framing potentially coercive behaviors as positive organizational outcomes. The emphasis on enhancing psychological capital and organizational culture to promote OCB could be interpreted as recommendations for making employees more compliant with unreasonable expectations rather than addressing structural inequalities in employment relationships. The findings raise ethical questions about organizational responsibilities toward temporary workers and the appropriateness of expecting citizenship behaviors from employees who lack basic employment security. Organizations may be utilizing research like this to justify continued reliance on precarious employment arrangements while extracting maximum value from vulnerable workers.

#### 4. CONCLUSION

Based on the results of data analysis and discussion in this study, it can be concluded that there is a very significant relationship between psychological capital and organizational culture with organizational citizenship behavior. Both variables provide a positive contribution to increasing organizational citizenship behavior. This means that the higher the level of psychological capital possessed by employees, the greater their tendency to

demonstrate organizational citizenship behavior. Likewise, the better the organizational culture, the higher the level of organizational citizenship behavior displayed.

Future research should employ longitudinal designs to track changes in organizational citizenship behavior as employees transition from temporary to permanent status, in order to reveal the authentic or strategic nature of such behaviors. A mixed-methods approach that integrates qualitative and quantitative methods is also essential to understand the lived experiences and motivations of outsourcing workers, particularly in relation to job insecurity. Cross-cultural comparative studies are needed to identify both universal and context-specific factors influencing organizational citizenship behavior patterns among contract workers. Additionally, intervention studies can test the impact of improved working conditions on the authenticity and sustainability of organizational citizenship behavior. Attention to perceptions of organizational justice, analyses of power dynamics in outsourcing relationships, and evaluations of labor protection policies are crucial for a comprehensive understanding of organizational citizenship behavior manifestations. Finally, the development of ethical frameworks is necessary to ensure that research does not inadvertently legitimize exploitative labor practices toward vulnerable worker populations.

## REFERENCES

- [1] Rostini, Hasmin, Arjang, Paerah, and D., "Manajemen Sumber Daya Manusia (Menciptakan Sdm Berkualitas)," in *Rizmadia Pustaka Indonesia*, 2022.
- [2] Nuriya Ispriyarsa and C. I., "Optimalisasi Pengawasan Sistem Outsourcing Sebagai Upaya Menunjang Perlindungan Tenaga Kerja Di Indonesia," *Notarius*, vol. 13, no. 1, pp. 298–311, 2020, doi: 10.14710/Nts.V13i1.30883.
- [3] R. Armin, "Tinjauan Yuridis Tentang Perlindungan Hukum Terhadap Pekerja Outsourcing," *J. Islam. Fam. Law*, vol. 02, no. 01, pp. 2775–7161, 2021.
- [4] H. S. Tjandraningsih, "Diskriminatif Dan Eksploitatif Praktekk Kerj Kontrak Dan Outsourcing Buruh Di Sekto Industri Di Indonesia," *Akatiga*, 2010.
- [5] D. A. Handayani, "Hubungan Antara Work Engagement Dengan Organizational Citizenship Behavior Pada Karyawan Kontrak," *J. Ilm. Psikol.*, vol. 9, no. 1, pp. 58–68, 2016.
- [6] P. A. Irmayanti, M. A. Widiastini, and I. N. Suarmanayasa, "Pengaruh Kompetensi Dan Budaya Kerja Terhadap Kinerja Karyawan," *Prospek J. Manaj. Dan Bisnis*, vol. 2, no. 1, p. 111, 2020, doi: 10.23887/Pjmb.V2i1.26274.
- [7] K. A. Kusuma and U. Prihatsanti, "Hubungan Antara Psychological Capital Dengan Disiplin Kerja Karyawan bagian Produksi Pt. Argamas Lestari Semarang," *J. Empati*, vol. 5, no. 2, pp. 317–321, 2016.
- [8] A. Hadiansyah, N. Salwa, Taima, and C. R., *Psychological Capital: You Are A Hero (Hope, Resillience, Efficacy, Optimism) Jurus Ampuh Membangun Konsep Berpikir Positif*, 12th ed. Jakarta: Bukunesia, 2023.
- [9] P. M. Podsakoff, S. B. Mackenzie, J. B. Paine, and D. G. Bachrach, "Organizational Citizenship Behaviors: A Critical Review," in *Journal Of Management*, vol. 26, no. 3, 2000, pp. 513–563.
- [10] D. W. Organ, P. M. Podsakoff, and S. B. MacKenzie, *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. Thousand Oaks, CA: Sage, 2006.
- [11] F. Luthans, B. J. Avolio, J. B. Avey, and S. M. Norman, "Positive psychological capital: Measurement and relationship with performance and satisfaction," *Pers. Psychol.*, vol. 60, no. 3, pp. 541–572, 2007.
- [12] Sudirno, Mulyani, and Prihartini, "Psychological Capital Dan Komitmen Organisasional Pengaruhnya Terhadap Organizational Citizenship Behavior (Ocb) Pada Karyawan Pt. Bpr Majalengka Jabar," *J. Co Manag.*, vol. 4, no. 2, pp. 648–658, 2021, doi: 10.32670/Comanagement.V4i2.1231.
- [13] D. A. S. Nugroho, E. Mujiasih, and U. Prihatsanti, "Hubungan Antara Psychological Capital Dengan Work Engagement Pada Karyawan Pt. Bank Mega Regional Area Semarang," *J. Psikol. Undip*, vol. 12, no. 2, pp. 192–202, 2013.
- [14] J. B. Avey, T. S. Wernsing, and F. Luthans, "Can Positive Employees Help Positive Organizational Change? Impact Of Psychological Capital And Emotions On Relevant Attitudes And Behaviors," *J. Appl. Behav. Sci.*, vol. 44, no. 1, pp. 48–70, 2008, doi: 10.1177/0021886307311470.
- [15] J. B. Avey, R. J. Reichard, and K. H. Mhatre, "Meta-Analysis Of The Impact Of Positive Psychological Capital On Employee Attitudes, Behaviors, And Performance," *J. Manag. Dev.*, vol. 22, no. 2, pp. 127–152, 2011, doi: 10.1108/Jmd-06-2016-0084.
- [16] J. P. Broschak and A. Davis-Blake, "Mixing standard work and nonstandard deals: The consequences of heterogeneity in employment arrangements," *Acad. Manag. J.*, vol. 49, no. 2, pp. 371–393, 2006.
- [17] K. S. Cameron and R. E. Quinn, *Diagnosing and changing organizational culture: Based on the competing values framework*, 3rd ed. Jossey-Bass, 2011.
- [18] F. Luthans and C. M. Youssef-Morgan, "Psychological capital: An evidence-based positive approach," *Annu. Rev. Organ. Psychol. Organ. Behav.*, vol. 4, pp. 339–366, 2017.
- [19] M. Jannah, E. Mintarto, M. Nurhasan, and R. Widohardhono, "The Influence Of Athlete Students' Psychological Capital On Track And Field Performance," *Proc. ICEI*, vol. 173, pp. 219–221, 2018, doi: 10.2991/Icei-17.2018.57.
- [20] I. L. Organization, "World Employment and Social Outlook: Trends 2021," *ILO Publ.*, 2021.
- [21] A. L. Kalleberg, *Precarious lives: Job insecurity and well-being in rich democracies*. Policy Press, 2018.
- [22] G. Standing, *The precariat: The new dangerous class*. Bloomsbury Academic, 2011.
- [23] K. A. S. Satyanto and E. Soliha, "The Role Of Social Capital In The Relationship Between Psychological Capital And Leader Member Exchange On Organizational Citizenship Behavior," *Jenius (Jurnal Ilm. Manaj. Sumber Daya Manusia)*, vol. 6, no. 1, p. 78, 2022, doi: 10.32493/Jjsdm.V6i1.24082.
- [24] L. Zeng et al., "Correction: Psychological Capital And Organizational Citizenship Behavior Among Nurses During The Covid-19 Epidemic: Mediation Of Organizational Commitment," *BMC Nurs.*, vol. 23, no. 1, pp. 1–9, 2024, doi:

- 10.1186/S12912-023-01680-4.
- [25] M. Ahdiyana, "The Dimension Of Organizational Citizenship Behavior (Ocb) In Organizational Performance," *Efisiensi*, vol. 10, no. 1, pp. 1–10, 2010.
- [26] M. Reyfaldi, A. W. Kurniawan, and T. S. P. Dipotatmojo, "Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior Pada Pt. Bujaya Karya Makmur," *Pinisi J. Art, Humanit. Soc. Stud.*, vol. 3, no. 1, pp. 30–39, 2023.
- [27] Habudin, "Budaya Organisasi," *J. Literasi Pendidik. Nusantara*, vol. 1, no. 1, pp. 23–32, 2020.
- [28] H. Wahyuddin, "Budaya Organisasi Hendra Wahyudin," *Multiverse Open Multidiscip. J.*, pp. 51–56, 2022.
- [29] J. Jismin, N. Nurdin, and R. Rustina, "Analisis Budaya Organisasi Dalam Meningkatkan Prestasi Kerja Pegawai Administrasi Uin Datokarama Palu," *J. Integr. Manaj. Pendidik.*, vol. 1, no. 1, pp. 20–29, 2022, doi: 10.24239/Jimpi.V1i1.899.
- [30] J. Gochhayat, V. N. Giri, and D. Suar, "Influence Of Organizational Culture On Organizational Effectiveness: The Mediating Role Of Organizational Communication," *Glob. Bus. Rev.*, vol. 18, no. 3, pp. 691–702, 2017, doi: 10.1177/0972150917692185.
- [31] B. Wibowo and S. Soewito, "Analisis Budaya Perusahaan Dan Pengaruhnya Terhadap Kinerja Karyawan Di Pt Pura Baru Kudus," in *Jurnal Bisnis Strategi*, vol. 6, no. 4, 2001, pp. 3–4.
- [32] S. Siswondo, D. Sudrajat, A. Solahudin, and S. N. Wibowo, "The Influence Of Organizational Culture And Organizational Commitment On Ocb (Organizational Citizenship Behavior) Employees," *Daengku J. Humanit. Soc. Sci. Innov.*, vol. 2, no. 5, pp. 741–748, 2022, doi: 10.35877/454ri.Daengku1277.
- [33] I. Uliyah and S. Ariyanto, "The Effect Of Organizational Culture And Employee Competence On Organizational Citizenship Behavior (Ocb) With Work Motivation As A Mediation Variable (Case Study In Pekalongan District Land Office)," *Eur. J. Bus. Manag. Res.*, vol. 6, no. 5, pp. 70–77, 2021, doi: 10.24018/Ejbm.2021.6.5.1010.
- [34] C. Teddlie and F. Yu, "Mixed methods sampling: A typology with examples," *J. Mix. Methods Res.*, vol. 1, no. 1, pp. 77–100, 2007.
- [35] R. A. Cooke and J. C. Lafferty, *Organizational Culture Inventory*. Plymouth, MI: Human Synergistics, 1987.
- [36] J. A. Maxwell, *Qualitative Research Design: An Interactive Approach*, 3rd ed. Thousand Oaks, CA: Sage, 2013.
- [37] G. D. Ruxton, "The unequal variance t-test is an underused alternative to Student's t-test and the Mann–Whitney U test," *Behav. Ecol.*, vol. 17, no. 4, pp. 688–690, 2006.
- [38] V. R. Moku and C. V. J. Boangmanalu, "Teori Psikososial Erik Erikson," *Vox Edukasi J. Ilm. Ilmu Pendidik.*, vol. 12, no. 2, pp. 180–192, 2021.
- [39] I. A. Brahmasari, "Organizational Citizenship Behavior (Ocb) Dan Isu Gender," *DIE J. Ilmu Ekon. Dan Manaj.*, vol. 5, no. 2, p. 44, 2009, doi: 10.30996/Die.V5i2.44.
- [40] R. S. Purwanti, S. Martono, V. W. Putri, and A. P. Wijaya, "Factors For Enhancing Ocb (Organizational Citizenship Behavior)," *Al Tijarah*, vol. 6, no. 3, p. 43, 2020, doi: 10.21111/Tijarah.V6i3.5606.
- [41] E. Akgümüş and G. Oğuzhan, "The Relationship Between Psychological Capital And Organizational Citizenship Behavior: A Research On Health Workers," *Vol. 2389*, 2021.
- [42] F. A. Adestyani and H. Nurhajanti, "Hubungan Antara Psychological Capital Dengan Organizational Citizenship Behavior Pada Karyawan Pt. Pln (Persero) Distribusi Jawa Tengah Dan Daerah Istimewa Yogyakarta," 2013.
- [43] N. W. Lestari, I. H. Indriati, and A. I. Basri, "Pengaruh Komitmen Organisasi, Budaya Organisasi, Dan Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior," *Akt. J. Manaj. Dan Bisnis*, vol. 1, no. 1, pp. 35–43, 2021, doi: 10.56393/Aktiva.V1i1.37.