

## Exploring the mediating role of psychological capital: the impact of authentic leadership and perceived organisational toward organisational citizenship behaviour

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### Abstract

This study aims to investigate the impact of psychological capital on the effect of authentic leadership and perceived organisational support on employee organisational citizenship behaviour (OCB). Despite having at least one year of experience in the private sector, employees display OCB that does not align with the organisation's expectations. The evolving nature of work suggests that simply assessing employees' relationships with the organisation may not be sufficient. Instead, employees' relationships with supervisors and perceived organisational support should be a consideration. Additionally, employees must possess a strong intrinsic motivation to tackle work-related challenges effectively. This study employed the Partial Least Square-Structural Equation Modelling (PLS-SEM) method and included 275 permanent employees from the private sector. Data was collected using Google Forms, and the analysis was conducted using SmartPLS 4 software. The findings indicate that psychological capital mediates the relationship between authentic leadership, perceived organisational support, and OCB. This study implies that organisations can cultivate a workplace environment that nurtures psychological capital, strengthens authentic leadership, and enhances perceived organisational support. Consequently, employees will be more likely to exhibit OCB that aligns with organisational expectations, leading to improved overall performance and workplace harmony.

### Keywords:

authentic leadership; organisational citizenship behaviour; perceived organisational support; psychological capital; workplace relationships.

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## Introduction

There are huge changes in the reality of organisations because of today's competitive economy, making the perception of organisations also change a lot (Strohmeier, 2020). Unique factors such as culture, knowledge, and human resources become very important, even though they are difficult to understand through the organisation's formal structure. Therefore, organisational citizenship behaviour (OCB) is important in the social sciences and human resource behaviour to understand their far-reaching impact on individual and organisational performance. OCB is a voluntary employee behaviour that is more than the formal job description set by the organisation (Podsakoff et al., 2011), which includes behaviours aimed at organisational productivity, such as altruism, courtesy, civic virtue, sportsmanship, and conscientiousness (Ramalu & Janadari, 2022).

In business and management, some organisations in the private sector have changed their approach from focusing solely on incentives to meet employees' intention to rely on selfless or deferred actions (Ingrams, 2020), for example, helping new employees, improving workflows, working overtime, participating in company events, and providing useful advice for organisational development (Khan et al., 2020). These actions directly help the organisation or meet the general needs and functions of the organisation as a whole.

There are several challenges faced by organisations in the private sector today, namely rapid changes due to technological advances in maintaining employee OCB, such as innovation and adaptability needed to face changes. Low participation in OCB can hinder the ability of private organisations to adapt quickly to market and technological changes (Manoharan & Singal, 2019), which is essential to achieve efficiency and responsiveness.

Previous research shows that OCB has significant practical implications for organisational development and emphasises the importance of OCB in increasing the involvement of teachers (Indarti et al., 2017; Jehanzeb, 2020; Ingrams, 2020). OCB is a valuable contributor to achieve high employee engagement (Alshaabani et al., 2021); it is undeniable because it provides an overview for organisations to increase productivity and higher employee retention (Rahardja et al., 2019).

Furthermore, previous studies have proposed that leaders can help improve, shape, and sustain desirable organisations that can influence innovative work behaviours by creating a new set of shared values (Men et al., 2020). Leaders with an authentic leadership style can produce and manage organisations that support innovation by being honest and transparent in communication, consistent in actions and decisions, encouraging continuous learning and development, having a clear vision and values, and being able to communicate effectively to employees (Avolio et al., 2018).

Authentic leaders create a conducive environment for employees to demonstrate OCB through their initiatives. An authentic leader's behaviour is consistent with values, morals, and uphold integrity that is in harmony with the

strengths and weaknesses possessed by the leader himself so that employees or others can feel it (Chang et al., 2020). An authentic leadership is effective in using the concept of self-knowledge to develop and provide a realistic work environment so that subordinates will feel supported and trusted (Santos et al., 2024).

On the other hand, employees also want to feel safe and trust the organisation in supporting and rewarding their contributions. This is important in a complex and uncertain work environment; employees need to feel thoroughly supported by the organisation, not just by the leader (Wu & Nguyen, 2019). This organisational support is called perceived organisational support (Eisenberger et al., 2020). Perceived organisational support can be defined as how an employee perceives the attention and support of an organisation at work, as well as how much the employee feels valued by the organisation. It also means the employee's belief that the organisation cares about their well-being and appreciates their contribution (Rhoades & Eisenberger, 2002).

Providing employees with a clear view of their contributions can drive continuous improvement in OCB (Chiniara & Bentein, 2018). This can include a feedback system that enables real-time, data-driven performance evaluations (Nuccio & Guerzoni, 2019). Therefore, organisations can show their support by providing transparent and open communication channels using digital tools. It also helps employees navigate and adapt to technological changes by providing the necessary resources, training, and support. This support makes employees feel more confident and eager to contribute voluntarily (Strohmeier, 2020).

Apart from leadership style and organisational support, it is also necessary for employees to refer to the employee's ongoing relationship with the organisation by looking at the positive behaviour possessed by the employee himself, which is referred to psychological capital (Tang et al., 2019). Psychological capital is a personal resource that explains the emergence of many important employee attitudes, behaviours, and performances. Psychological capital is an important concept in the field of positive organisational behaviour. It explains that different concepts of positive organisational behaviour can be managed, considered, and developed effectively to improve employee performance (Bouckennooghe et al., 2019).

The main purpose of this study is to examine the organisational support perceived by employees and to determine whether an authentic leadership style, characterised by behaviour consistent with values and morals, influences OCB among employees in the private sector. Additionally, this study aims to analyse the mediation effect of psychological capital in the relationship between authentic leadership and OCB. This aligns with the recommendation of Ramalu and Janadari (2022), who highlight psychological capital as an emerging topic in organisational behaviour research due to its benefits, with numerous studies exploring its causes, outcomes, and other external factors that can enhance employee psychological capital.

## **Literature review**

### ***Psychological capital***

Psychological capital is a personal resource that directs the emergence of important employee attitudes, behaviours, and performance (Samroodh et al., 2022). Rego et al. (2016) found a positive influence of psychological capital on organisational commitment, a key driver of organisational performance. In addition, psychological capital helps and maintains well-being by preventing negative things (Alessandri et al., 2018). Psychological capital enables positive assessment of workplace events, fosters job satisfaction, enhances focus, encourages the recall of positive memories, and supports a favourable evaluation of one's resources to perform work effectively. Psychological capital builds personal resources such as knowledge, physical strength, and mental health. If an employee feels better, he can improve his performance at work because he has more resources and passion to achieve his goals (Wu & Nguyen, 2019).

The components of psychological capital—hope, optimism, resilience, and self-efficacy—are interrelated and contribute significantly to an individual's ability to navigate adversity. These components collectively represent a positive psychological state that can be developed and managed to improve performance and well-being. These positive psychological resources have been empirically shown in the research literature related to various outcomes of employee attitudes, behaviours, and performance and are open to development and change (Luthans & Youssef-Morgan, 2017). Hope in employees reflects the ability to anticipate obstacles that may hinder goal achievement and the motivation to overcome them (Lorenz et al., 2016). Optimism enables positive attributions regarding present and future success, fostering positive expectations and the confidence to make the necessary efforts for success in challenging tasks (Pitichat et al., 2018). Resilience, meanwhile, is the determination to persist toward success despite difficulties. Finally, self-efficacy reflects confidence in one's ability to tackle challenging tasks and pursue goals with determination (Bouckennooghe et al., 2019).

### ***Authentic leadership and organisational citizenship behaviour***

Authentic leadership is characterised by genuineness, transparency, and ethical behaviour, which fosters trust and engagement among followers. It is built upon a foundation of self-awareness and a commitment to the values and beliefs of the leader, which in turn influences the organisational culture and employee performance. Authentic leaders are recognised for creating meaningful relationships with their followers, enhancing job satisfaction, and organisational commitment (Marjuki & Prihatin, 2019; Tak & Roh, 2016). Authentic leadership is often articulated through its core components, which includes self-awareness, relational transparency, balanced processing of information, and an internal moral perspective. These characteristics enable leaders to connect with their employees

deeper, foster an environment of trust, and open communication (Semedo et al., 2017; Dramićanin, 2019).

Shaikh et al. (2022) highlight that authentic leadership significantly impacts OCB through the mediating effect of psychological ownership, suggesting that employees are more likely to commit to organisational goals and engage in OCB when they perceive their leaders as authentic. Similarly, Liu et al. (2017) assert that authentic leaders promote organisational justice and job engagement, reducing workplace deviance, and encouraging proactive behaviours among subordinates, further enhancing OCB.

OCB refers to actions taken by employees that go beyond their formal job duties and responsibilities, surpassing the expectations set by organisational rules and regulations (Chaitanya & Tripathi, 2001). Also known as extra-role behaviour, OCB includes voluntary efforts that contribute positively to the organisation but are not explicitly required. OCB encompasses various dimensions, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, which collectively enhance workplace dynamics and organisational culture (Kesen, 2016). In addition, OCB can also be instilled through individual personalities that reflect the nature of individuals who are happy to help, care, and cooperative, like the type of employees behaviour in organisations who are often expected to do more than their main job for the advancement of the organisation (Hunsaker, 2017).

Leaders who consistently communicate transparently with their teams create a climate of trust. Employees who feel that they are being honestly informed are more likely to support their colleagues and contribute to the team outside of their formal duties (Zoller, 2019). Through social exchange theory, authentic leadership and OCB are interconnected, which can help organisations design more effective leadership strategies to improve employee performance and well-being (Nishanthi & Kailasapathy, 2018).

When employees are more engaged in the workplace, they exhibit high OCB rates, which improves the organisation's overall efficiency, effectiveness, and performance (Wirawan et al., 2020). Social exchange theory explains how authentic leadership can improve OCB. Authentic leaders create relationships based on trust, recognition, well-being, and employee development. This encourages employees to retaliate by demonstrating OCB. In other words, authentic leadership creates an environment where employees feel supported and motivated to contribute more than expected, ultimately supporting organisational effectiveness and performance. Hence, the following hypotheses can be proposed.

H1 : Psychological capital mediates the positive influence of authentic leadership on OCB.

H1a: Authentic leadership has a significant positive effect on psychological capital.

H1b: Psychological capital has a significant positive effect on OCB.

H1c: Authentic leadership has a significant positive effect on OCB.

### ***Perceived organisational support and organisational citizenship behaviour***

Research indicates that higher levels of perceived organisational support leads to increased organisational commitment among employees. When employees feel supported, their commitment to the organisation strengthens, enhancing their performance (Suharto, 2023). Similarly, To and Huang (2022) found a strong positive correlation between perceived organisational support and organisational commitment. This suggests that employees who perceive greater support are more likely to align their personal goals with organisational objectives. This alignment fosters a sense of belonging and motivates employees to contribute more effectively to the organisation's success (Sheikh, 2022). According to Sihag (2021), perceived organisational support refers to the feeling that the organisation values and recognises employees.

Employees feel safe when the work environment is open and supportive. In such an environment, employees are more likely to be creative without fear of failure (Eisenberger et al., 2020). In addition, perceived organisational support also impacts trust and attitudes, such as job satisfaction, commitment, and intention to leave (Gupta et al., 2017). Other research also investigates the factors that mediate and moderate the relationship between perceived organisational support and OCB (Ramalu & Janadari, 2022). Competitive organisations provide development opportunities for employees to improve their skills. Perceived organisational support is now considered important. It is the key to measure employee performance and loyalty (Tremblay et al., 2019).

Aprianti et al. (2023) show that OCB activities are influenced by perceived organisational support, as middle managers who feel supported are willing to put in extra effort to complete their tasks. It is crucial to know how much an organisation can reward employees for their contributions and welfare (Jehanzeb, 2020). Organisational leaders cannot remain passive; they must provide support and implement policies and programs for their employees (Ahmad & Zafar, 2018). Employees who perceive organisational support are likelier to feel obligated to work well and create a positive mood (Tremblay et al., 2019). Therefore, a positive mood is one of OCB's key components (Elsetouhi et al., 2022). Psychological capital can be developed when employees feel supported by the organisation. Therefore, the following hypotheses can be proposed.

H2: Psychological capital mediates the positive influence of perceived organisational support on OCB.

H2a: Perceived organisational support has a significant positive effect on psychological capital.

H2b: Perceived organisational support has a significant positive effect on OCB.

### **Research method**

This study uses a quantitative descriptive method with a sample of active employees in the private sector who have worked for at least one year in their

current workplace (Bena et al., 2013). Its geographical coverage covers all regions in Indonesia, with the distribution of open questionnaire surveys to evaluate employees' level of understanding of the organisation they work for. Data collection was carried out by convenience sampling, selecting participants based on the availability and accessibility of respondents according to the research criteria (Emerson, 2021). This data collection process allows for quick and easy initial analysis and the need for exploratory data for further research (Martinez et al., 2017).

Before disseminating the survey, a readability test was conducted with 15 research colleagues to ensure that the results aligned with the research objectives and to minimise confusion regarding the survey content. The variables studied included authentic leadership, psychological capital, perceived organisational support, and OCB. Data analysis began with descriptive analysis to understand the respondent's perception of these variables, followed by measurement and structural models using SmartPLS 4.

### ***Research participants***

This study determines the sample size based on the guidelines provided by Hair et al. (2013), which recommended a minimum number of samples equal to multiplying the number of parameters by 5 ( $n \times 5$ ) for data processing. The questionnaire distributed consists of several questions designed to address the research questions, targeting active employees working in the private sector. This duration is essential to assess employees' adaptation to the organisational culture, understanding of tasks, and relationship-building with leaders.

The questionnaire includes 53 items derived from the research variable indicators, encompassing authentic leadership, perceived organisational support, OCB, and psychological capital. Therefore, the sample size for this study is 275 respondents. The respondent criteria are as follows: employees from the manufacturing, logistics, transportation, financial, and technology services sectors in the private sector in Indonesia, limited to those who have worked for a minimum of one year, in the staff level, and have a direct supervisor. Respondents for this study recruited through human resource department in several private companies. The survey instrument was generated using an online questionnaire platform, i.e., Google Forms.

### ***Data analysis***

The analytical method used in this research is Structural Equation Modelling (SEM), specifically Partial Least Squares-Structural Equation Modelling (PLS-SEM) (Hair et al., 2019). PLS-SEM was selected due to its flexibility in analysing complex models without requiring specific assumptions about data distribution and its ability to explain cause-and-effect relationships in statistical models (Sarstedt et al., 2019). The analysis was conducted using SmartPLS 4, which is designed to test

relationships between variables in the model, bridging the gap between academic research and practical application in management, as well as to predict and develop practical recommendations (Hair et al., 2017).

This research follows three main stages in the PLS-SEM method: model specification, outer model evaluation, and inner model evaluation (Hair et al., 2019). First, in model specification, the variables included in the model were identified. Second, outer model evaluation tests the consistency and validity of the measurement model for the variables used. Finally, inner model evaluation assesses the cause-and-effect relationships between the variables tested in this study.

## Results

### *Respondents' characteristics*

The profile of respondents is illustrated in Appendix 1. Of the 275 respondents, the majority are between the ages of 25 and 40, namely 242 individuals (88.00%). This is likely because this age group typically consists of employees who have recently completed higher education and entered the workforce, transitioning from early to mid-career stages. At this age, individuals are generally at their most productive, with physical and mental abilities actively engaged in their careers. Most respondents are women, 57.09% of the sample, while men account for 42.91%. All respondents are permanent employees, ensuring a stable workforce. Geographically, most respondents are from the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) area, representing 77.82% of the sample. Regarding employment tenure, the largest group of respondents (79.28%) has been employed for 1-5 years, indicating a relatively young workforce in terms of experience. Regarding educational background, the overwhelming majority hold a bachelor's degree, i.e., 84% of the respondents, with smaller proportions having a master's degree, senior/vocational high school, or a diploma.

### *The measurement model*

The measurement model was initially examined to test the reliability and validity of the proposed model, as shown in Appendix 2. This study focused on convergent validity using the Average Variance Extracted (AVE) value as the standard for validity testing. The results show that the AVE value is  $>0.50$ , indicating that more than half of the indicator variation is explained by the measured concept. Additionally, discriminant validity testing result shows that the different concepts were measured quite differently, with the Heterotrait-Monotrait (HTMT)  $<0.9$ , indicating significant differences between constructs.

Reliability testing ensures that the same variable or construct is measured consistently using the same tool. The test results revealed Cronbach's alpha and composite reliability values ranging from 0.70 to 0.95, confirming the reliability of the measurement. Furthermore, reliability testing result shows that the indicators

effectively represent the intended constructs, with outer loading values mostly  $>0.70$ .

Overall, the validity and reliability testing confirm that the method used in this research is reliable for measuring the relationship between variables and ensuring the consistency of the constructs used.

### ***Structural model collinearity test results***

In analysing the structural model collinearity, the goal is to evaluate the level of multicollinearity between the variables in the research model. This analysis was carried out by examining the inner Variance Inflation Factor (VIF) results. According to established guidelines, the VIF values for the structural variables (dependent and mediating variables) must be below five ( $VIF < 5$ ), with a preferable threshold of below three ( $VIF < 3$ ), to ensure that collinearity does not significantly impact the estimation of the structural model (Sarstedt et al., 2022). The structural model collinearity results (Appendix 3) have the VIF values which are less than five. It means that there is no multicollinearity in the research model.

### ***Explanatory power in structural models***

In analysing the explanatory power in the structural model, an evaluation is carried out by considering the coefficient of determination ( $R^2$ ) and the effect size ( $f^2$ ) to explain how well the model explains variations or changes in the dependent variables based on the independent variables involved (Henseler et al., 2014). In simple terms, explanatory power measures the ability of a structural model to account for the observed phenomenon. The accepted  $R^2$  values are typically in the range of 0.25 to 0.90, with criteria for substantial explanatory power at  $\geq 0.75$ , moderate at  $\geq 0.50$ , and weak at  $\geq 0.25$  criteria. A value above 0.90 indicates model overfitting and is considered less relevant for concluding the study.

$R^2$  values of the two dependent variable constructs in this study do not indicate overfitting, as the  $R^2$  values fall within the  $0.25 < R^2 < 0.90$  range. Therefore, the  $R^2$  value of the OCB variable construct is categorised as having substantial explained variance, with an  $R^2$  value of 0.708. This shows that the influence of the OCB variable structure can explain 70.8% of the total variance. In comparison, the remaining 29.2% is explained by other variables not included in this study.

Next, the  $R^2$  value for psychological capital is 0.703, meaning that the influence of the psychological capital variable structure can explain 70.3% of the total variance, with the remaining 29.7% explained by other variables outside this study. Furthermore, the estimation through the  $f^2$  value is used to evaluate whether eliminating one of the exogenous variables (causal variables) will impact the endogenous variables (dependent variables).

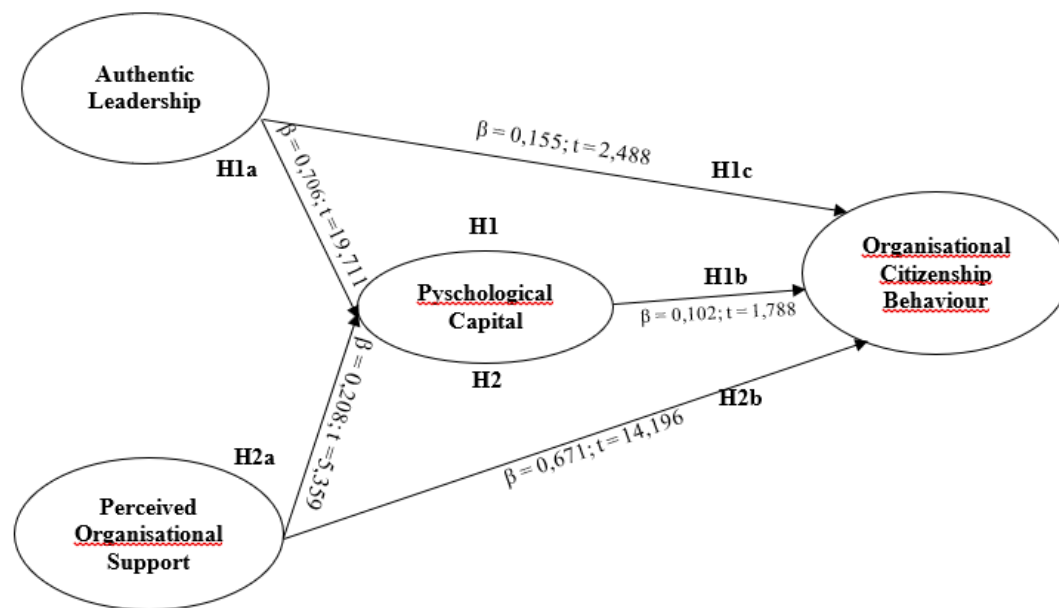
### ***Hypothesis testing results***

The results of the tests regarding direct and indirect influences (mediation) in this study are illustrated in Figure 2. This test uses the t-value and p-value to

determine the significance of the influence. The standard t-value is  $\geq 1.645$  for a one-tailed hypothesis with a significance level of 95%, and a p-value  $< 0.05$  indicates a significant influence (Hair et al., 2019). In this study, a one-tailed hypotheses were used, with a t-value of  $\geq 1.645$ , which shows that the influence between variables is either positive or negative, as supported by previous research. The test evaluated five direct and two indirect influence hypotheses using SmartPLS 4.

**Figure 1.**

*Results of hypothesis testing*



Source: Authors' work (2024)

### ***Direct effect analysis result***

According to Table 1, the five hypotheses show a significant relationship with a t-value of  $\geq 1.645$ . The estimation results for the direct effects in the path model show good bootstrap confidence intervals (lower bound confidence interval  $> 0.00$ ) based on the SmartPLS 4 test. This shows that all direct effect tests have a positive significance level and directional stability, making the estimation results suitable for theoretical and practical interpretation and application.

### ***Indirect effect analysis result***

The results of the indirect effect analysis, as shown in Table 2, indicate that Hypothesis 1 (H1) is supported. The path from authentic leadership to psychological capital and then to OCB has a significant positive indirect effect, with a  $\beta$  value of 0.109, a t-value of 2.376, and a p-value of 0.009, less than the significance level of 0.05. This suggests that psychological capital mediates the relationship between authentic leadership and OCB. The mediation effect is significant and positive, leading to the acceptance of H1. Therefore, the analysis

confirms that psychological capital significantly influences the relationship between authentic leadership and OCB. Hypothesis 2 (H2) similarly reveals a positive indirect effect from perceived organisational support to OCB through psychological capital, with a  $\beta$  value of 0.032, a t-value of 2.141, and a p-value of 0.016, also statistically significant. These results confirm that psychological capital mediates the relationship between perceived organisational support and OCB.

**Table 1.**

*Direct effect analysis result*

Hypotheses	Path	$\beta$	t	p	Result	Remarks
H1a	Authentic leadership → psychological capital	0.706	19.711	0.000	Significant positive	Accepted
H1b	Psychological capital → OCB	0.155	2.488	0.006	Significant positive	Accepted
H1c	Authentic leadership → OCB	0.102	1.788	0.037	Significant positive	Accepted
H2a	Perceived organisational support → psychological capital	0.208	5.369	0.000	Significant positive	Accepted
H2b	Perceived organisational support → OCB	0.671	14.196	0.000	Significant positive	Accepted

Source: Authors' work (2024)

**Table 2.**

*Indirect effect analysis (mediation) result*

Hypothesis	Path	$\beta$	t	p	Result	The role of mediation
H1	Authentic leadership → psychological capital → OCB	0.109	2.376	0.009	Significant positive	Accepted
H2	Perceived organisational support → psychological capital → OCB	0.032	2.141	0.016	Significant positive	Accepted

Source: Authors' work (2024)

Table 3 shows the findings of the mediation test for two hypotheses. For H1, the direct effect is 0.102, while the indirect effect is 0.109, resulting in a total effect of 0.211. This indicates that psychological capital partially mediates the relationship between authentic leadership and OCB, with both the direct and indirect effects being significant. The mediation is classified as complementary (partial mediation), suggesting that psychological capital enhances the positive relationship between authentic leadership and OCB.

For H2, the direct effect is 0.671, the indirect effect is 0.032, and the total effect is 0.703. While the direct effect of perceived organisational support on OCB is substantial, the indirect effect through psychological capital is relatively small. Nonetheless, the total effect remains significant and positive, with psychological capital again as a partial mediator. In both hypotheses, psychological capital is a complementary mediator, partially explaining the relationship between the independent variables (authentic leadership and perceived organisational support) and OCB.

**Table 3.**

*Results of the mediation test*

Hypothesis	Path	Direct effect	Indirect effect	Total effect	The role of mediation
H1	Authentic leadership → psychological capital → OCB	0.102	0.109	0.211	Complementary (partial mediation)
H2	Perceived organisational support → psychological capital → OCB	0.671	0.032	0.703	Complementary (partial mediation)

Source: Authors' work (2024)

There is an indirect influence of authentic leadership and OCB through psychological capital, with a t-value of 2.376, proving that psychological capital partially mediates the influence of authentic leadership on OCB. Based on this finding, hypothesis 1 is accepted, indicating that psychological capital partially mediates the relationship between authentic leadership and OCB.

Based on the results of the structural model test in this study, authentic leadership has a significant effect on psychological capital, as evidenced by a t-value of 19.711, a path coefficient ( $\beta$ ) of 0.706, and a p-value of 0.000, which is below the significance threshold of  $< 0.05$ . This indicates that authentic leadership positively and significantly affects psychological capital. As a result, hypothesis 1a is accepted. Furthermore, the highest outer loading value for authentic leadership is observed in relational transparency (RT-4), with a value of 0.807. This high loading value indicates that relational transparency, particularly the leader's awareness of the impact of their actions on others, strongly represents the authentic leadership construct.

Based on the structural model test results, psychological capital has a significant effect on OCB, as indicated by a t-value of 2.488 and a path coefficient of 0.155, with a p-value of 0.006, which meets the standard threshold of  $< 0.05$ . Therefore, psychological capital positively and significantly affects OCB. Based on the data analysis, hypothesis 1b is accepted. Furthermore, the highest outer loading value for psychological capital is related to hope, with a loading value of 0.921.

Based on the structural model test results, authentic leadership has a significant effect on OCB, as evidenced by a t-value of 1.788, a path coefficient ( $\beta$ ) of 0.102, and a p-value of 0.037, which is below the significance threshold of  $< 0.05$ .

Therefore, authentic leadership has a positive and significant effect on OCB. Based on the data analysis, hypothesis 1c is accepted.

Based on the results of the structural model, perceived organisational support has a significant effect on psychological capital, as indicated by a t-value of 5.369 and a path coefficient of 0.208, with a p-value of 0.000, which meets the standard threshold of  $<0.05$ . Therefore, perceived organisational support positively and significantly affects psychological capital. Hypothesis 2a is accepted. Additionally, the highest outer loading value for perceived organisational support is related to leader support, with a value of 0.800.

Based on the structural model test results, perceived organisational support has a significant effect on OCB, as indicated by a t-value of 14.196, a path coefficient of 0.671, and a p-value of 0.000, which meets the standard threshold of  $<0.05$ . Therefore, perceived organisational support positively and significantly affects OCB. Based on the data analysis, hypothesis 2b is accepted.

## Discussion

This study found that psychological capital mediates the effect of authentic leadership on OCB. This aligns with previous research on how employees perceive leaders with an authentic leadership style and how this relates to OCB and its underlying mechanisms (Iqbal et al., 2018; Wu & Nguyen, 2019). Furthermore, Ramalu and Janadari (2022) also support this study, indicating that authentic leadership positively influences psychological capital, which partially mediates the relationship between authentic leadership and OCB. Their findings suggest that leaders who exhibit authentic behaviours foster a positive psychological state among subordinates, motivating them to engage in OCB. Similarly, Ng (2021) highlights that psychological capital mediates the relationship between authentic leadership and organisational commitment, reinforcing that positive psychological states are crucial for enhancing employee behaviours aligned with organisational goals.

The results indicated that relational transparency contributed the highest to authentic leadership's impact. This finding suggests that transparency practiced by authentic leaders can positively affect employees' ability to innovate and adapt to changes in the work environment (Dramićanin, 2019). Conversely, when information provided by authentic leaders lacks true transparency or is incomplete or ambiguous, it can hinder employees' ability to understand the context of change or engage fully in the innovation process. This is further evidenced by the lower value of internalised moral perspectives among authentic leaders in the private sector, who may be less inclined to seek out opinions or viewpoints that differ from their own beliefs (Puni & Hilton, 2020). It suggests that employees perceive this quality as a central element of authentic leadership, reinforcing that leaders who are conscious of the social effects of their actions are likely viewed as more genuine and trustworthy.

Private sector companies are often particularly vulnerable to resistance to change, making the role of leaders crucial in fostering employee psychological capital. This study's findings demonstrate that leaders with authentic leadership styles positively impact employee psychological capital. This aligns with previous research (Wirawan et al., 2020; Niswaty et al., 2021; Sarwar et al., 2023), which shows that authentic leaders encourage employees to uphold high expectations and remain committed to achieving established goals, thereby enhancing employee motivation to develop effective solutions and strategies. Additionally, research indicates that when employees perceive their leaders as authentic, a supportive environment that nurtures these psychological attributes is fostered. For instance, Herlambang and Febrianti (2022) found that authentic leadership positively affects employees' psychological capital by promoting positive attitudes and behaviours.

Moreover, Wang et al. (2020) emphasise that authentic leadership can mitigate job insecurity by enhancing psychological capital, suggesting that leaders' transparency and support can significantly improve employees' self-efficacy and optimism. This is further supported by Ramalu and Janadari (2022), who found a direct correlation between perceived leadership authenticity and the development of psychological capital, reinforcing the notion that authentic leadership is a crucial resource for employees.

In the high-pressure work environment of private sector companies, where employees face heavy workloads, the development of psychological capital can be hindered. However, this study demonstrates that employees focused on completing tasks tend to exhibit higher OCB, as psychological capital positively and significantly affects OCB. This aligns with previous research, which suggests that employees with high levels of psychological capital are more likely to engage actively in OCB (Shaheen et al., 2016; Chen et al., 2021). Hatmi et al. (2017) also support this study that psychological capital is a crucial factor for fostering OCB among employees, suggesting that it is necessary to establish such behaviours within any organisation. This assertion is supported by Zeng et al. (2022), who found a positive correlation between psychological capital and OCB among nurses during the COVID-19 pandemic, emphasising that psychological capital acts as a personal resource that enhances organisational commitment and, consequently, OCB.

Singh et al. (2019) emphasise the importance of fostering interactions in routine and significant tasks to maintain altruism and reciprocity among employees, highlighting that the nature of work roles can influence OCB. Udin and Yuniawan (2020) suggest that employees with higher psychological capital are likelier to engage in altruistic behaviours and OCB, even amid routine work demands. This is further supported by He et al. (2019), who show that corporate social responsibility (CSR) initiatives can enhance organisational identification, leading to increased OCB and improved task performance. These findings imply that organisations should focus on enhancing employees' psychological capital and cultivating a

supportive environment to promote OCB, especially in settings where routine work is prevalent. This high loading value signifies that hope, particularly the ability to generate solutions when facing challenges, is a prominent component of psychological capital in this context. It highlights that individuals with high psychological capital demonstrate resilience and optimism by actively seeking strategies to resolve difficulties rather than feeling defeated.

The study found a significant effect of authentic leadership on OCB. This is supported by [Ramalu and Janadari \(2022\)](#), who highlight that authentic leadership positively influences OCB by inspiring employees to engage in behaviours that exceed their formal job requirements. Their findings suggest that authentic leaders' moral integrity and ethical behaviour motivate subordinates to participate in organisational activities voluntarily, thereby enhancing OCB in the public sector context of Sri Lanka. Similarly, [Shahzad et al. \(2022\)](#) found that authentic leadership among sales managers encourages discretionary behaviours among subordinates, leading to increased customer-directed OCB in the business-to-business sales environment. This aligns with the notion that authentic leaders instil confidence in their employees, prompting them to exceed basic expectations in their roles. This is consistent with previous research, which states that authentic leadership affects behaviours contributing to OCB in employees. The behaviour possessed by authentic leaders fosters a sense of connection with their followers, encouraging them to contribute more. As a result, authentic leadership can empower followers to make positive changes ([Ramalu & Janadari, 2022](#)).

The hypothesis test results showed that psychological capital positively influences its role as a mediator in the relationship between perceived organisational support and OCB. This confirms that hypothesis 2 is accepted, indicating a partial mediation effect, where psychological capital partially mediates the impact of perceived organisational support on OCB.

This study also found that the organisation's support influences employees' psychological capital. This indicates that support provided by leadership plays a role in building positive working relationships by helping employees correct mistakes, strengthening their psychological capital. These results align with previous findings that show a positive relationship with employees' psychological capital, which can encourage psychological well-being, job satisfaction, and overall employee performance ([Sihag, 2021](#); [Aprianti et al., 2023](#)). A study by [Kong et al. \(2023\)](#) also supports these findings, showing that clinical nursing teachers with higher levels of organisational support exhibited greater psychological capital, subsequently increasing their engagement in teaching. This suggests that perceived organisational support fosters a supportive environment and cultivates psychological resources that enhance employee engagement.

The study found that perceived organisational support affects OCB among employees. This aligns with previous research indicating that employees who feel supported by the organisation are more motivated to make extra contributions, such

as helping colleagues, supporting organisational initiatives, or participating in other volunteer activities not included in the formal job description (Jehanzeb, 2020; Ramalu & Janadari, 2022). Research indicates that when employees perceive high organisational support, they are more likely to engage in OCB. For instance, Alshaabani et al. (2021) found that during the COVID-19 pandemic, perceived organisational support significantly influenced employees' engagement and affective commitment, enhancing their OCB. Similarly, Shaheen et al. (2016) highlighted that perceived organisational support positively correlates with OCB and its dimensions, reinforcing the notion that supportive organisational environments encourage discretionary behaviours among employees.

The study found a partial mediation effect of psychological capital between perceived organisational support on OCB. This finding aligns with previous research by Aprianti et al. (2023), which demonstrated that psychological capital significantly mediates the relationship between perceived organisational support and OCB. Additionally, Shaheen et al. (2016) found that psychological capital positively predicted OCB, reinforcing that employees who perceive higher organisational supports are likely to exhibit greater OCB due to enhanced psychological capital. The partial mediation effect suggests that while psychological capital is a significant factor, other variables, such as job satisfaction or work culture, may also influence OCB (Febriyani & Rismanto, 2024; Senen & Az-Zahra, 2021). This implies that while fostering psychological capital is crucial, organisations and leaders should consider other factors like recognition and communication to promote OCB. This indicates that the support provided by leadership plays a role in building positive working relationships by helping employees address and correct mistakes. Such supportive actions contribute to strengthen the psychological capital of employees.

### **Conclusion, limitation, and future research**

Based on the research and analysis of all hypotheses in this study, it can be concluded that psychological capital partially mediates the positive influence of authentic leadership and perceived organisational support on OCB. This indicates that the role of authentic leadership and perceived organisational support is strengthened by the presence capital, which also encourages OCB among permanent employees in the private sector. Additionally, the study found that authentic leadership has a significant positive impact on OCB. At the same time, psychological capital also has a significant positive effect on OCB. Furthermore, perceived organisational support was found to significantly and positively influence psychological capital and OCB. These findings suggest that fostering a supportive work environment driven by authentic leadership and organisational support can enhance employees' psychological capital, leading to OCB engagement. This underscores the importance of psychological capital as a mediator in these relationships and highlights the value of leadership and organisational support in

promoting positive employee behaviours in the workplace. This study focuses solely on the manufacturing, logistics, transportation, financial, and technology sectors within the private sector in Indonesia. As a result, the findings may not be generalisable to other sectors or countries with different organisational cultures. In the other hand, the research sample consists only of staff-level employees with direct supervisors. Therefore, the findings may not be applicable to managers, executives, or freelance workers who have different work experiences and leadership relationships. Future studies could include moderating or mediating variables, such as organisational culture, workplace climate, or economic conditions, to provide a more comprehensive understanding of the relationships between variables.

### Author contribution

**Gabriella Apriliana:** Conceptualisation, Investigation, Formal Analysis, Resources, Writing-Original Draft. **Yanki Hartijasti:** Resources, Investigation, Formal Analysis, Writing-Review and Editing.

### Declaration of interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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## Appendix 1.

### Respondents' characteristics

Demography	Categories	Frequency (N = 275)	Percentage
Age	Less than 25 years	19	6.91%
	25 - 40 years	242	88.00%
	41 - 56 years	14	5.09%
Gender	Women	157	57.09%
	Men	118	42.91%
Employment status	Permanent employees	275	100%
Domicile	Jabodetabek	214	77.82%
	Bandung	20	7.28%
	Medan	12	4.36%
	Makassar	4	1.45%
	Other	25	9.09%
Length of employment	1-5 years	218	79.28%
	6-10 years	34	12.36%
	More than 10 years	23	8.36%
Education	Senior/vocational high school	15	5.45%
	Diploma	5	1.82%

Demography	Categories	Frequency (N = 275)	Percentage
	Bachelor's degree	231	84.00%
	Master's degree	24	8.73%

Source: Authors' work (2024)

## Appendix 2.

### *Validity and reliability of variables*

Variable	Code	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability	Test result
Authentic leadership	sa-1	0.723	0.776	0.856	0.858	Valid & reliable
	sa-2	0.727				
	sa-3	0.773				
	sa-4	0.772				
	imp-1	0.672	0.539	0.731	0.736	
	imp-2	0.436				
	imp-3	0.427				
	imp-4	0.652				
	bpi-1	0.792	0.779	0.905	0.905	
	bpi-2	0.781				
	bpi-3	0.799				
	bpi-4	0.782				
	rt-1	0.788	0.708	0.862	0.867	
	rt-2	0.648				
	rt-3	0.728				
	rt-4	0.807				
Psychological capital	h-1	0.921	0.842	0.906	0.906	Valid & reliable
	h-2	0.917				
	h-3	0.915				
	e-1	0.799				
	e-2	0.872	0.717	0.788	0.804	
	e-3	0.867				
	r-1	0.814				
	r-2	0.829				
	r-3	0.851				
	o-1	0.859	0.699	0.788	0.806	
	o-2	0.827				
	o-3	0.822				
Perceived organisational support	f-1	0.783	0.802	0.558	0.805	Valid & reliable
	f-2	0.780				
	f-3	0.740				
	f-4	0.743				
	f-5	0.735				
	ls-1	0.776	0.566	0.806	0.810	
	ls-2	0.649				
	ls-3	0.800				
	ls-4	0.731				
	ls-5	0.792				
Organisational citizenship behaviour	a-1	0.848	0.683	0.768	0.793	Valid & reliable
	a-2	0.878				
	a-3	0.747				
	c-1	0.847	0.756	0.839	0.842	
	c-2	0.881				
	c-3	0.881				
	cv-1	0.834	0.669	0.752	0.754	
	cv-2	0.832				
	cv-3	0.786				

Variable	Code	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability	Test result
	s-1	0.863	0.697	0.783	0.785	
	s-2	0.834				
	s-3	0.808				
	co-1	0.896	0.779	0.858	0.859	
	co-2	0.876				
	co-3	0.875				

Source: Authors' work (2024)

### Appendix 3.

#### *Structural model collinearity*

Variable constructs	VIF
Authentic leadership → OCB	3.104
Authentic leadership → psychological capital	1.425
Perceived organisational support → OCB	1.570
Perceived organisational support → psychological capital	1.425
Psychological capital → OCB	3.364

Source: Authors' work (2024)