

The Effect of Psychological Capital as a Mediator of Transformational Leadership on organizational Citizenship Behavior Among Generation Z Employees In Surakarta

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ABSTRACT

The increasingly dynamic work environment requires organizations to have employees who not only perform formal job duties but also demonstrate extra-role behavior known as *Organizational Citizenship Behavior* (OCB). Generation Z, which is beginning to dominate the workforce, has distinct psychological characteristics that require an appropriate leadership approach. This study aims to examine the effect of transformational leadership on OCB with *psychological capital* as a mediating variable among Generation Z employees in Surakarta. This study employs a quantitative approach using a survey method involving 130 Generation Z employees selected through purposive sampling. Data were collected using a Likert-scale questionnaire and analyzed using *Structural Equation Modeling-Partial Least Square* (SEM-PLS) with SmartPLS. The results indicate that transformational leadership has a positive and significant effect on psychological capital, and psychological capital has a positive and significant effect on OCB. Furthermore, psychological capital is proven to mediate the relationship between transformational leadership and OCB. These findings highlight the importance of transformational leadership in enhancing psychological capital and encouraging extra-role behavior among Generation Z employees.

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1. INTRODUCTION

In an increasingly dynamic work environment, human resources are a crucial factor in any organization. The role of human resource management is also very important in developing employee empowerment patterns and programs to improve quality and performance (Syarif et al., 2022). In today's increasingly dynamic and competitive work environment, global strategies in human resource management are necessary, such as the implementation of extra role behavior (OCB). Organizational Citizenship Behavior (OCB) is behavior exhibited by employees that, although not required for their current duties or roles, contributes to the company's operations and growth (Al-hmadi & Mahran, 2022).

In the city of Surakarta, generation Z has experienced rapid growth in the service and creative industries. Based on data from (BPS, 2024) The population of Surakarta City based on age in 2024 shows that Gen Z now dominates the population in Surakarta City, with a total of 158,038 people or 29.92% of the total population in Surakarta City. Their significant presence indicates that there will be demographic changes that will affect various aspects of city life, ranging from education

to the workforce and lifestyle. With these unique characteristics and a high ability to adapt to technology, this generation is expected to bring new innovations and dynamics that will accelerate the city's development. The process of bridging organizational citizenship behavior among generation Z employees in Surakarta requires leaders who have strategies for building a positive work culture, one of which is building psychological capital among employees. Psychological capital is a strategic asset that can increase employee commitment, well-being, and positive contributions to the organization. Individuals with high psychological capital tend to be better at managing stress, maintaining morale, and actively contributing to the company in innovative ways (Putri & Muhid, 2025). The presence of psychological capital in employees can also be a solution to problems and can be linked to positive behavior among employees. Therefore, companies that want to retain and empower generation Z employees need to pay attention to and build employee psychological capital through psychological support and relevant training.

The characteristics of generation Z are individuals who have different work preferences and expectations than previous generations. When facing the world of work, generation Z emphasizes the importance of work-life balance, job stability, compensation, flexibility in work time and location, meaning in the work they do, opportunities for self-development, and positive interpersonal relationships in the work environment (Lei et al., 2023; Muslihata, 2023). Organizational citizenship behavior within an organization can contribute to improving individual and organizational performance by strengthening teamwork, reducing potential conflicts in the work environment, and creating a work atmosphere that supports productivity and is conducive to work. In other words, organizational citizenship behavior plays an important role in facilitating social interaction and improving organizational efficiency through voluntary behavior that supports collaboration and harmony in the work environment (No & Susanto, 2023)

2. RESEARCH METHOD

This study uses a quantitative approach with explanatory research aimed at explaining the causal relationship between transformational leadership, psychological capital, and organizational citizenship behavior. Data analysis was performed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software version 4.1.1.6. The research sample consists of Generation Z employees in Surakarta who meet the following criteria: aged 17-28 years old, have worked for at least 3 months, employed as permanent, contract, or full-time employees, and residing in Surakarta. Data obtained through the distribution of questionnaires to some Generation Z employees in Surakarta using a Likert scale. The research instrument, a 5-point Likert-type questionnaire (1 = Strongly Disagree to 5 = Strongly Agree). The following are the measurement indicators for each variable:

Variabel	Indikator Pengukuran	Sumber	Jumlah Item Pertanyaan
<i>Psychological Capital</i>	<i>Self efficacy, Hope, Resilience, Optimism.</i>	(Luthans, 2007)	4 item pertanyaan
Kepemimpinan Transformasional	<i>Idealized Influence, Inspirational Motivation, Intellectual Simulation, Individualized Consideration.</i>	(Bass, Bernard M.: Avolio, 1994)	4 item pertanyaan
<i>Organizational Citizenship Behavior</i>	<i>Conscientiousness, Sportmanship, Courtesy, Civic Virtue.</i>	(Podsakoff, 2000)	4 item pertanyaan

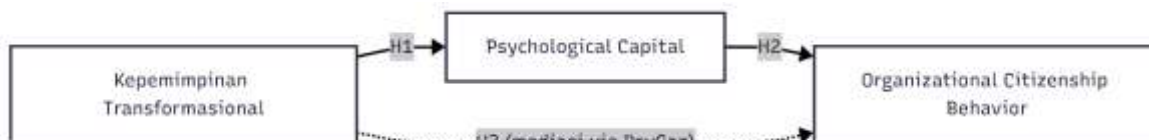


Figure 1. Conceptual Framework

3. RESULTS AND DISCUSSIONS

This section presents the results of data analysis and discussion of the relationship between the variables studied. The analysis was conducted using a Partial Least Squares-based Structural Equation Modeling (SEM-PLS) approach with the help of SmartPLS software. The test results included an evaluation of the measurement model (outer model) and structural model (inner model) to answer the research questions and test the hypotheses that had been formulated previously.

Table 1 Convergent Validity

Variabel	Kepemimpinan Transformatif	Organizational Citizenship Behavior	Psychological Capital	Keterangan
M1			0.747	Valid
M2			0.803	Valid
M3			0.776	Valid
M4			0.784	Valid
X1	0.819			Valid
X2	0.889			Valid
X3	0.827			Valid
Y1		0.74		Valid
Y2		0.864		Valid
Y3		0.802		Valid
Y4		0.794		Valid

Source: processed with SmartPLS4, (2026)

Based on the table above, the output from convergent validity shows that all indicators used in this study have outer loadings > 0.70. These values meet the criteria in analyses using SEM-PLS, so it can be concluded that the indicators have good validity and are able to explain the latent constructs measured well.

Figure 2. Research measurement model

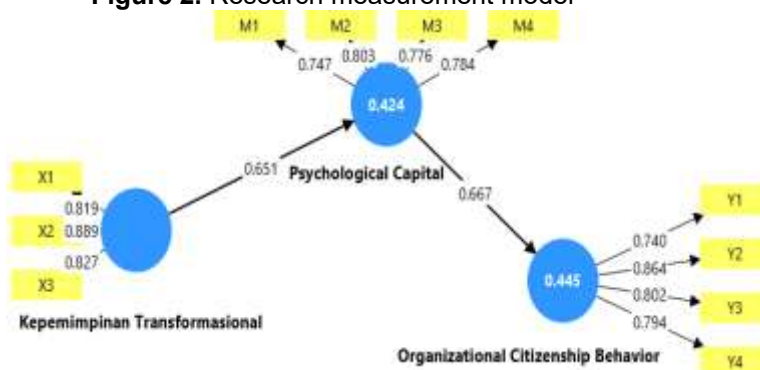


Table 2. AVE

Variabel	Average Variance Extracted (AVE)	Keterangan
Kepemimpinan Transformasional	0.715	Valid
Organizational Citizenship Behavior	0.642	Valid
Psychological Capital	0.604	Valid

Source: processed with SmartPLS4, (2026)

Convergent validity in this study was tested through the Average Variance Extracted (AVE) value for each construct. A construct was deemed to meet convergent validity if the AVE value was greater than 0.50, indicating that the indicators were able to adequately represent the latent variables. Therefore, the AVE test results formed the basis for the feasibility of the measurement model before structural analysis was performed.

Table 3. Fornell-Lacker

Variabel	Kepemimpinan Transformasional	Organizational Citizenship Behavior	Psychological Capital	Keterangan
Kepemimpinan Transformasional	0.846			Valid
Organizational Citizenship Behavior	0.55	0.801		Valid
Psychological Capital	0.651	0.667	0.777	Valid

Source: processed with SmartPLS4, (2026)

Based on the table above, it can be seen that the value in the transformational leadership row $\sqrt{\text{AVE}} = 0.874$, while the correlation values with other variables, namely OCB (0.801) and psychological capital (0.777), are smaller than 0.846, thus declared valid.

Table 4. Composite Reliability

Variabel	Composite reliability (rho_c)	Keterangan
Kepemimpinan Transformasional	0.883	Reliable
Organizational Citizenship Behavior	0.877	Reliable
Psychological Capital	0.859	Reliable

Source: processed with SmartPLS4, (2026)

Reliability testing was conducted to prove the accuracy and precision of the instrument in measuring a construct. The Composite Reliability value must be 0.7 or higher. Based on the results of the composite reliability test that has been conducted, all variables show values greater than 0.7. Such as transformational leadership of 0.883, OCB of 0.877, and psychological capital of 0.859. Therefore, all variables can be said to have good reliability.

After conducting the outer model test and obtaining good results, the next step in evaluating the results is to assess the structural model (inner model). At this stage, the following tests are conducted: Coefficient of Determination (R-Square) and Hypothesis Test.

Table 5. R-Square

Variabel Dependen	R-square	R-square adjusted	Keterangan
Organizational Citizenship Behavior	0.445	0.441	Sedang (Moderate)
Psychological Capital	0.424	0.42	Sedang (Moderate)

Source: processed with SmartPLS4, (2026)

The R-Square value indicates the extent to which the independent variables explain the variance of the dependent variable. A model is considered strong when the R-Square value exceeds 0.75, moderate when it ranges between 0.50 and 0.75, and weak when it falls between 0.25 and 0.50. These values indicate that the exogenous variables in the model are able to explain 44.5% and 42.4% of the variation in the endogenous variables, respectively.

Table 6. Path Coefficient (Direct Effect)

Koefisien Jalur	Original sample	Sample mean	Standard deviation	T statistics	P values	Keterangan
Kepemimpinan Transformasional -> Psychological Capital	0.651	0.658	0.051	12.82	0.000	Terbukti
Psychological Capital -> Organizational Citizenship Behavior	0.667	0.675	0.055	12.166	0.000	Terbukti

Source: processed with SmartPLS4, (2026)

Direct effect testing is conducted to identify the direct influence between variables in the research model based on the path coefficient value and its significance. Based on the table above, the path coefficient of the influence of transformational leadership on psychological capital shows that transformational leadership has a very significant positive influence on psychological capital with a coefficient value (influence) of 0.651, T statistics of 12.82, and a P value of 0.000. This indicates that the better the transformational leadership style applied, the higher the psychological capital of employees in a company.

Table 7 . Path Coefficient (Indirect Effect)

Koefisien Jalur	Original sample	Sample mean	Standard deviation	T statistics	P values	Keterangan
Kepemimpinan Transformasional -> Psychological Capital -> Organizational Citizenship Behavior	0.434	0.444	0.054	8.033	0.000	Terbukti

Source: processed with SmartPLS4, (2026)

Indirect effect testing was conducted to examine the significance of the mediating variable in the relationship between latent variables. The analysis results show that transformational leadership has an indirect effect on organizational citizenship behavior through psychological capital, with a coefficient value of 0.434, a T-statistic of 8.033, and P-value of 0.000. This indicates that effective transformational leadership can increase organizational citizenship behavior through psychological capital.

4. CONCLUSION

This research shows that transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB) among Generation Z employees in Surakarta. An inspirational, visionary, and participatory leadership style can encourage employees to display voluntary behavior that exceeds the formal requirements of their job. In addition, transformational leadership has also been proven to have a positive and significant effect on psychological capital, as reflected in increased self-efficacy, hope, optimism, and resilience among employees. Psychological capital subsequently has a positive and significant effect on OCB, thus acting as a mediating variable in the relationship between transformational leadership and OCB. These findings confirm that the influence of leadership on OCB is not only direct but also reinforced through an increase in employees' psychological capital.

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