

**PSYCHOLOGICAL DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR:
EXAMINING THE EFFECTS OF HARDINESS AND SELF-EFFICACY IN INDONESIA'S
INTEGRATED COCONUT PROCESSING INDUSTRY**

***FAKTOR-FAKTOR PSIKOLOGIS YANG MEMPENGARUHI ORGANIZATIONAL CITIZENSHIP
BEHAVIOR: PERAN HARDINESS DAN EFIKASI DIRI PADA INDUSTRI PENGOLAHAN KELAPA DI
INDONESIA***

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ABSTRACT

This study investigates the psychological determinants of Organizational Citizenship Behavior (OCB), focusing on the roles of hardiness and self-efficacy among employees in Indonesia's integrated coconut processing industry. Using a quantitative correlational design, the study involved 236 employees from a manufacturing company in Riau Province, Indonesia. Data were collected through adapted measures of hardiness, self-efficacy, and OCB. The data were analyzed using descriptive statistics, Pearson's correlation to examine the bivariate relationships among variables, and multiple linear regression to test the simultaneous and partial predictive effects of hardiness and self-efficacy on OCB after normality, linearity, multicollinearity, and heteroscedasticity assumptions were examined. The results showed that both hardiness and self-efficacy were significantly and positively associated with OCB, with hardiness emerging as the stronger predictor. Together, these variables explained 27.8% of the variance in citizenship behavior. These context-specific findings from the Indonesian coconut processing sector highlight the importance of psychological factors in fostering cooperative behaviors. Practically, the findings suggest that human resource development and management can strengthen OCB through structured resilience training, supervisor coaching, mentoring programs, mastery-based work assignments, and constructive feedback systems that build employees' hardiness and self-efficacy.

Keywords: Hardiness, organizational citizenship behavior, psychological factors, self-efficacy, workplace behavior

ABSTRAK

Penelitian ini mengkaji determinan psikologis dari Organizational Citizenship Behavior (OCB) dengan berfokus pada peran hardiness dan efikasi diri pada karyawan di industri pengolahan kelapa di Indonesia. Dengan menggunakan desain kuantitatif korelasional, penelitian ini melibatkan 236 karyawan dari sebuah perusahaan manufaktur di Provinsi Riau, Indonesia. Peneliti mengumpulkan data melalui instrumen adaptasi yang mengukur hardiness, efikasi diri, dan OCB. Peneliti menganalisis data menggunakan statistik deskriptif, korelasi Pearson untuk menguji hubungan bivariat antarvariabel, serta regresi linear berganda untuk menguji pengaruh prediktif simultan dan parsial hardiness serta efikasi diri terhadap OCB setelah peneliti menguji asumsi normalitas, linearitas, multikolinearitas, dan heteroskedastisitas. Hasil penelitian menunjukkan bahwa hardiness dan efikasi diri berhubungan secara positif dan signifikan dengan OCB, dengan hardiness sebagai prediktor yang lebih kuat. Secara bersama-sama, kedua variabel tersebut

menjelaskan 27,8% varians perilaku kewargaan organisasi. Temuan yang spesifik pada konteks sektor pengolahan kelapa di Indonesia ini menyoroti pentingnya faktor psikologis dalam mendorong perilaku kooperatif. Secara praktis, temuan ini menunjukkan bahwa pengembangan sumber daya manusia dan manajemen dapat memperkuat OCB melalui pelatihan ketahanan diri yang terstruktur, coaching oleh atasan, program mentoring, penugasan kerja berbasis pengalaman keberhasilan, dan sistem umpan balik konstruktif yang membangun hardiness serta efikasi diri karyawan.

Kata Kunci: *Efikasi diri, faktor psikologis, hardiness, organizational citizenship behavior, perilaku kerja*

INTRODUCTION

Organizational Citizenship Behavior (OCB) is a critical aspect of organizational effectiveness because it reflects voluntary and self-initiated behaviors that support the social and psychological environment of task performance (Magdaleno et al., 2023; Bal et al., 2024). OCB includes discretionary actions that employees perform beyond their formal job descriptions, such as helping coworkers, maintaining cooperation, and supporting organizational functioning (Coldwell & Callaghan, 2014). In manufacturing settings, these extra-role behaviors are especially important because employees often work in interdependent routines that require coordination, discipline, and mutual support. Therefore, identifying psychological factors that encourage OCB is important for understanding how employees contribute to organizational effectiveness beyond their assigned tasks.

Hardiness is one psychological factor that may explain employees' willingness to engage in OCB. Hardiness refers to a personality characteristic involving commitment, control, and the tendency to view demanding situations as challenges rather than threats. Employees with higher hardiness are more likely to manage stress effectively, remain engaged under pressure, and maintain constructive relationships at work, all of which can support extra-role behavior (Moon & Park, 2023; Xu & Cheng, 2022). Previous studies have also linked hardiness to job satisfaction, stronger engagement, and better general health at work (Rybakovaite et al., 2022). These findings suggest that hardiness can help employees sustain cooperative behavior even when they face work demands that are stressful or repetitive.

Self-efficacy is another psychological factor that is closely related to OCB. Self-efficacy refers to employees' belief that they can organize and perform the actions

required to achieve work goals. Employees with stronger self-efficacy tend to feel more capable of completing tasks, helping others, and taking initiative beyond formal role requirements (Testa et al., 2018). Prior research indicates that self-efficacy can influence OCB directly and can also mediate the relationship between other psychological and workplace variables and OCB (Alessandri et al., 2021; Jung et al., 2015; Na-Nan et al., 2021; Huang et al., 2015). In addition, positive psychological capital, which includes self-efficacy, hope, resilience, and optimism, has been found to predict employees' OCB (Moon & Park, 2023). Thus, self-efficacy is relevant for explaining why employees may be willing to contribute beyond minimum job expectations.

Although previous studies have examined hardiness and self-efficacy in relation to OCB, limited research has tested the combined role of these two psychological factors in the context of Indonesia's integrated coconut processing industry. This context is important because employees in this sector work within production routines that require cooperation, resilience, and confidence in handling operational demands. The novelty of this study lies in its specific examination of hardiness and self-efficacy as simultaneous predictors of OCB among manufacturing employees in this industry. Therefore, this study aims to examine the relationship between hardiness and OCB, the relationship between self-efficacy and OCB, and the combined predictive effect of hardiness and self-efficacy on OCB. Based on this framework, the hypotheses are formulated as follows: H1: Hardiness has a positive and significant relationship with OCB. H2: Self-efficacy has a positive and significant relationship with OCB. H3: Hardiness and self-efficacy simultaneously have a positive and significant effect on OCB.

METHODS

This study employed a quantitative correlational design to examine the relationships among hardiness, self-efficacy, and organizational citizenship behavior (OCB). This design was considered suitable because the study aimed to test measurable associations and predictive effects among psychological variables through statistical analysis, in line with a positivist approach to systematic inquiry (Sugiyono, 2017). The population in this study consisted of employees of PT X, an integrated coconut processing company located in Riau Province, Indonesia. A total of 236 employees participated as the final sample. Participants were selected using purposive sampling with two inclusion

criteria: having worked in the organization for at least one year and being at least 19 years old. The minimum tenure criterion was applied because employees with at least one year of work experience are more likely to have understood the organization's work system, norms, and culture, making their OCB more relevant and observable for assessment (Sidin et al., 2019). The age criterion was based on the productive working-age category in Indonesia. No upper age limit was applied so that older employees who remained active in the organization could also be represented, thereby maintaining workforce diversity (Lestari & Saputra, 2022). Accordingly, the sample was considered contextually representative of employees who met the study criteria and had sufficient exposure to the organizational environment, although the use of purposive sampling limits the generalizability of the findings beyond this research context.

Table 1. *The distribution of study participants*

Category	Frequency	Percentage
Age		
19-25 years	15	6.4%
26-30 years	49	20.8%
31-35 years	49	20.8%
36-40 years	26	11%
41-45 years	35	14.8%
46-50 years	26	11%
51-56 years	33	14%
>57 years	3	1.3%
Gender		
Male	163	69.1%
Female	73	30.9%
Tenure		
1-2 years	9	3.8%
3-5 years	30	12.7%
6-10 years	50	21.2%
11-15 years	54	22.9%
16-20 years	17	7.2%
>21 years	76	32.2%

Data were collected using three self-report instruments with a 4-point Likert scale ranging from 1 (strongly disagree/very unsuitable) to 4 (strongly agree/very suitable). The instruments were adapted into Indonesian through translation, contextual wording adjustment, expert judgment, content validity review, and try-out testing. Academic experts and company representatives reviewed the instruments to evaluate item

readability, relevance to the measured dimensions, and suitability for the workplace context. After this review, a try-out was conducted with 30 employees. Item-level validity evidence was examined through item discrimination analysis using corrected item-total correlations in SPSS Version 27. Items with coefficients below .25 were revised or removed, whereas items that met the criterion were retained for the main study. The OCB scale was adapted from Organ's (2006) framework and initially consisted of 24 items measuring altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. After item discrimination analysis, 15 valid items were retained ($\alpha = .731$). Hardiness was measured using an adapted and modified Occupational Hardiness Questionnaire developed by Grala and Baka (2022), based on Kobasa's (1997) dimensions of commitment, control, and challenge. Of the initial 18 items, 12 valid items were retained ($\alpha = .752$). Self-efficacy was assessed using an adapted and modified Work Self-Efficacy Scale developed by Barbaranelli et al. (2018), which covers task, negative emotional, empathic, and assertive self-efficacy. Of the initial 30 items, 25 valid items were retained ($\alpha = .829$). The main data were analyzed using descriptive statistics, Pearson correlation analysis, and multiple linear regression.

RESULTS

Descriptive analysis was used to summarize respondents' scores on the three main variables. Score categories were determined using an interval formula based on the ideal mean (M) and standard deviation (SD) of each scale: very low ($X \leq M - 1.5SD$), low ($M - 1.5SD < X \leq M - 0.5SD$), moderate ($M - 0.5SD < X \leq M + 0.5SD$), high ($M + 0.5SD < X \leq M + 1.5SD$), and very high ($X > M + 1.5SD$). This classification was applied to support a clearer interpretation of respondents' OCB and hardiness scores. Most respondents reported moderate self-efficacy (53.4%; $M = 76.07$). Hardiness scores were also mostly in the moderate category (45.3%; $M = 38.03$). For OCB, respondents were distributed almost evenly between the moderate (31.8%) and high (31.4%) categories, with a mean score of 49.44. Overall, these findings suggest that many employees had demonstrated discretionary work behavior, although a considerable proportion of respondents remained at a moderate level.

Table 2. *Description of OCB Categorization*

Categorization	Score Range	Frequency	Percentage
Very Low	$X \leq 40.5$	2	0.8%
Low	$40.5 < X \leq 45.5$	57	24.2%
Moderate	$45.5 < X \leq 50.5$	65	31.8%
High	$50.5 < X \leq 55.5$	74	31.4%
Very High	$X > 55.5$	28	11.9%
Total		236	100%

Note. Score categories were determined using the ideal mean and standard deviation formula: very low, $X \leq M - 1.5SD$; low, $M - 1.5SD < X \leq M - 0.5SD$; moderate, $M - 0.5SD < X \leq M + 0.5SD$; high, $M + 0.5SD < X \leq M + 1.5SD$; very high, $X > M + 1.5SD$.

Table 3. *Description of Hardiness Categorization*

Categorization	Score Range	Frequency	Percentage
Very Low	$X \leq 29$	1	0.4%
Low	$29 < X \leq 33$	11	4.7%
Moderate	$33 < X \leq 37$	107	45.3%
High	$37 < X \leq 41$	81	34.3%
Very High	$X > 41$	36	15.3%
Total		236	100%

Note. Score categories were determined using the ideal mean and standard deviation formula: very low, $X \leq M - 1.5SD$; low, $M - 1.5SD < X \leq M - 0.5SD$; moderate, $M - 0.5SD < X \leq M + 0.5SD$; high, $M + 0.5SD < X \leq M + 1.5SD$; very high, $X > M + 1.5SD$.

Before hypothesis testing, the statistical assumptions for multiple linear regression were examined. The normality assumption was met because the skewness ratio (-0.722) and kurtosis ratio (-1.202) fell within the acceptable range of -2 to +2. The linearity assumption was also supported, as significant linear relationships were found between each predictor and OCB: hardiness, $F = 87.999$, $p < .001$, and self-efficacy, $F = 51.544$, $p < .001$. No multicollinearity was detected because the tolerance values for both predictors were above .10 (.584) and the VIF values were below 10 (1.712). The Park test also indicated no evidence of heteroscedasticity because hardiness ($p = .137$) and self-efficacy ($p = .436$) were not significantly associated with residual variance. Overall, these results indicate that the data met the assumptions required for regression analysis. Substantively, the model was appropriate for examining whether employees' psychological resources predicted their willingness to engage in constructive extra-role behavior.

Table 4. *Summary of Assumption Tests*

Assumption Test	Statistic/Value	Result/Significance	Interpretation
Normality (Residuals)	Skewness Ratio: - 0.722	Within ± 2 range	Assumption met
	Kurtosis Ratio: - 1.202	Within ± 2 range	Assumption met
Linearity	Hardiness-OCB: $F = 87.999$	$p < .001$	Significant linear relationship
	Self efficacy-OCB: $F = 51.544$	$p < .001$	Significant linear relationship
Multicollinearity	Tolerance: 0.584	> 0.10	No multicollinearity
	VIF: 1.712	< 10	No multicollinearity
Heteroscedasticity (Park Test)	Hardiness: $p = .137$	$p > .05$	Homoscedasticity confirmed
	Self-efficacy: $p = .436$	$p > .05$	Homoscedasticity confirmed

Table 5 presents the results of the Pearson correlation analysis. Hardiness had a significant positive correlation with OCB, $r = .516$, $p < .001$, indicating that employees with higher hardiness tended to report stronger OCB. Self-efficacy was also positively correlated with OCB, $r = .417$, $p < .001$. These results show that both psychological resources were associated with employees' willingness to perform cooperative and discretionary behaviors at work.

Table 5. *Results of Pearson Correlation Test*

Variable	Pearson correlation (r)	p
Hardiness – OCB	.516	$< .001$
Self-efficacy – OCB	.417	$< .001$

Note: $p < .01$

Multiple linear regression analysis was conducted to examine the combined effect of hardiness and self-efficacy on OCB. The regression model was significant, $F(2, 233) = 44.942$, $p < .001$, indicating that both predictors jointly explained meaningful variation in OCB. This result supports H3 and suggests that employees' resilience-oriented traits and confidence in their capabilities work together in predicting extra-role behavior.

Table 6. *Results of F Test (Simultaneous)*

Model	Sum of Squares	df	Mean Square	F	p
Regression	1337.965	2	668.983	44.942	< .001
Residual	3468.319	233	14.885		
Total	4806.284	235			

The partial t-test results in Table 7 show the unique contribution of each predictor while controlling for the other variable. Hardiness had a significant positive effect on OCB, $\beta = .423$, $t = 5.806$, $p < .001$. Self-efficacy also had a significant positive effect on OCB, $\beta = .145$, $t = 1.985$, $p = .048$. The larger standardized coefficient for hardiness indicates that hardiness was the stronger predictor. In practical terms, employees who remain committed, perceive control, and view challenges constructively appear more likely to sustain helping and cooperative behavior in the manufacturing workplace.

Table 7. *Results of t Test (Partial)*

Model	Unstandardized Coefficients (B)	Std. Error	Standardized coefficients (β)	t	p
(Constant)	20.469	3.986		5.135	<.001
Hardiness	0.537	0.092	.423	5.806	<.001
Self-efficacy	0.112	0.057	.145	1.985	.048

As shown in Table 8, the coefficient of determination was $R^2 = .278$, with an adjusted R^2 of .272. This means that hardiness and self-efficacy together explained 27.8% of the variance in OCB. The result indicates a meaningful psychological contribution to citizenship behavior, while the remaining variance may be explained by other factors, such as leadership style, organizational culture, perceived support, job satisfaction, or team climate.

Table 8. *Results of Coefficient of Determination Test (R^2)*

R	R^2	Adjusted R^2	SE of the estimate
.528	.278	.272	3.858

The effective contribution of each predictor was calculated to identify its relative importance. As shown in Table 9, hardiness contributed 21.8% to the explained variance in OCB, whereas self-efficacy contributed 6.0%. These findings suggest that both variables are relevant, but hardiness plays a more prominent role in explaining employees' OCB in this context.

Table 9. *Effective Contribution of Hardiness and Self-efficacy*

Variable	β	Correlation Coefficient (r)	Effective Contribution
Hardiness with OCB	.423	.516	21.8%
Self-efficacy with OCB	.145	.417	6%
Total contribution			27.8%

DISCUSSION

The results of this study show that hardiness and self-efficacy are important psychological factors related to OCB among employees at PT X Riau. The findings support H1 and H2, as hardiness ($r = .516$, $p < .001$) and self-efficacy ($r = .417$, $p < .001$) were both positively associated with OCB. These findings suggest that employees who are more resilient in dealing with work demands and more confident in their abilities tend to show stronger voluntary behaviors that support coworkers and organizational functioning. However, the stronger association between hardiness and OCB suggests that, in this context, OCB may depend not only on employees' confidence in performing tasks but also on how they interpret and respond to pressure, routine demands, and uncertainty.

The stronger role of hardiness can be explained through its three core dimensions: commitment, control, and challenge. In a manufacturing setting, employees often deal with repetitive production routines, time pressure, physical demands, and interdependence across work units. Under these conditions, hardiness may help employees stay involved in their work, maintain a sense of control over their responses, and view difficulties as manageable challenges rather than threats. This may explain why hardiness contributed more strongly to OCB (21.8%) than self-efficacy (6.0%). Self-efficacy reflects confidence in one's ability to perform tasks, whereas hardiness reflects a broader stress-resistance orientation that supports persistence, emotional stability, and adaptive coping in demanding situations. This interpretation is consistent with a meta-analysis showing that hardiness is positively related to active coping, social support, and performance and continues to explain important outcomes even after other personality traits are controlled (Eschleman et al., 2010). Thus, hardiness may serve as a stronger predictor because OCB requires employees not only to believe that they can help but also to remain psychologically engaged and constructive when workplace demands make helping behavior more difficult.

The findings also strengthen the contextual contribution of this study. In Indonesian manufacturing organizations, particularly in the integrated coconut processing industry, work is commonly organized around coordinated production flows, shared responsibilities, and interdependence among employees across units. These characteristics may encourage OCB because smooth operations often require employees to help one another, maintain discipline, tolerate routine pressure, and respond flexibly when operational problems occur. Cultural work values that emphasize harmony, mutual assistance, and respect for group functioning may also make cooperative extra-role behavior more visible in everyday work. In this context, hardiness becomes especially relevant because employees with stronger commitment, control, and challenge appraisal are more likely to maintain cooperation even when work is demanding. Self-efficacy still plays an important role by supporting employees' confidence to act effectively, but hardiness appears to provide the psychological endurance needed to sustain OCB in a routine-based and interdependent manufacturing environment. The unexplained variance also suggests that OCB is not shaped by individual psychological resources alone. Future research should examine contextual predictors such as leadership quality, perceived organizational support, job satisfaction, team climate, and organizational culture, as well as possible mediation or moderation mechanisms across different industrial sectors.

CONCLUSION AND RECOMMENDATION

This study concludes that hardiness and self-efficacy are positive psychological predictors of organizational citizenship behavior (OCB) among employees in Indonesia's integrated coconut processing industry. Hardiness emerged as the stronger predictor, indicating that employees who demonstrate commitment, perceived control, and a tendency to view work demands as challenges are more likely to engage in voluntary behaviors that support coworkers and organizational functioning. Self-efficacy also made a significant contribution, suggesting that employees' confidence in their work-related capabilities remains important in encouraging extra-role behavior. Theoretically, this study contributes to OCB research by showing that resilience-oriented traits and capability beliefs jointly explain citizenship behavior within a specific Indonesian manufacturing context.

Practically, human resource development and organizational management can use these findings to design more targeted employee development programs. Hardiness can be strengthened through resilience training, stress-management workshops, reflective coping exercises, and supervisor coaching that helps employees reinterpret work pressure as a manageable challenge. Self-efficacy can be developed through mastery-based work assignments, mentoring, constructive feedback, role modeling, and gradual skill-building opportunities. These recommendations are consistent with recent evidence showing that psychological capital is positively related to OCB and can support workplace contributions (Chen et al., 2025), as well as evidence that psychological empowerment can encourage challenge-oriented OCB through employees' perceived insider status and affective commitment (Xu et al., 2024). Future studies should examine other predictors of OCB, such as leadership style, perceived organizational support, team climate, job satisfaction, and organizational culture, and should test mediation or moderation models across different manufacturing sectors. For now, however, this study offers an important reminder: when employees feel resilient enough to make a meaningful contribution, they are more likely to give more than what is formally required. In these everyday acts of discretionary support, organizations may find an important source of quiet strength.

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