

The Effect of Psychological Capital on Organizational Citizenship Behavior with Work Engagement as a Mediating Variable in Millennial Generation Employees at Bandung City Startups

Anisya Nurfitri Kustyani¹, Hilmiana Yudomartono², Imas Soemaryani³

^{1,2,3}Universitas Padjajaran, Indonesia

anisyanurfitri05@gmail.com, hilmiana254@gmail.com, imas.soemaryani@unpad.ac.id

Abstract

The problem studied in this study is that employees at startups are required to work extra and voluntarily work beyond their targets for the sustainability of the startup business, but this is suspected by the low organizational citizenship behavior of millennial generation employees in startup Bandung. This study aims to find out how the influence of psychological capital on organizational citizenship behavior through work engagement to millennial generation employees in Bandung city startups. The sample in this study used convenience sampling with the results of a sample calculation of 220 respondents. The questionnaire was used as a data collection technique in this study and was studied with a verifiable and descriptive method, using the SEM data analysis design and the analysis tool used, namely IBM SPSS AMOS 24. The results showed that there is no significant influence between psychological capital variables directly on organizational citizenship behavior. Furthermore, related to the findings of psychological capital, it has a positive and significant effect on work engagement, and work engagement has a significant and positive influence on organizational citizenship behavior. In this study, engagement shown to mediate the influence of psychological capital on organizational citizenship behavior positively and significantly.

Keywords

psychological capital; work engagement; organizational citizenship behavior; millennial generation; startups



I. Introduction

The current industrial 4.0 and digital era is a challenge as well as an opportunity for employees, especially in running an organization. The sophistication of this technology is utilized in such a way by visionary entrepreneurs who want to create a solution so that problems in their environment can be resolved at the same time in order to grow the level of the economy. This can bring about change in a more beneficial way with the availability of increasingly up-to-date technology, especially on the business side (Anamaria & Ileana, 2014). With accessible internet, an increasing number of people are able to start their own businesses, which can help the Indonesian economy. Now, the internet is the primary tool for performing business transactions both within and between countries, and it has the potential to expand to available global trade routes (Deljavan & Norouzi, 2016). According to the We Are Social survey, 204.7 million people in Indonesia use the internet. There was a percentage increase of 1.03% when compared to the previous year.

The emergence of new businesses such as startups or commonly known as startups in Indonesia is one of the effects of using the internet and digital technology. Building a startup business that makes the best use of the internet is one way to contribute and become an alternative solution to the surrounding environment so that the issues faced and contained in it can be resolved more effectively and efficiently. According to the Startup Ranking report, Indonesia has 2,346 startups, making it the fifth most in the world. Through various startups that have emerged, it can be concluded that Indonesia is ready to enter the digital era.

The city of Bandung is one of the big cities in Indonesia that contributes the most startups. This is supported by the acquisition of data from good news from Indonesia Bandung which has a score of 0.638. This figure makes Bandung ranked 368th in the world. Meanwhile, in 2018, MIKTI noted that there were at least 40 Indonesian startups in the capital of West Java. According to the 2020 National Socioeconomic Survey, the number of millennials dominates the total population of Indonesia 69.90 million people / 25.87%. According to BPS Bandung City, the millennial generation is 33.75 percent of the total population according to the 2018 Millennial Generation Profile. This indicates that millennials have had a significant impact on how working-age individual populations are. 67.02 percent of people in this age group, nearly 50.36 percent are members of the millennial generation. And this will make the city of Bandung have a demographic bonus.

It is very important for companies to be able to achieve optimal HR productivity, especially adapting more quickly in their workplace by carrying out work behaviors that exceed the target achievement and doing extra work voluntarily regarding appropriate employee behavior in this dynamic era, where the desired behavior according to the target can include behavior according to the extra role in addition to the behavior described in the job description (jobdesc). Employees who perform work in an official capacity but not as a major component of their work are said to engage in extra role behavior. The organization citizenship behavior, or OCB, is as the extra role behavior in question. One of the characteristics of not optimum conduct in millennial generation employees is that there are still components of behavior that are regarded not optimal in supporting the startup's achievements and goals. According to the results of pre-research interviews conducted by the author also that often they work outside their jobdesc and this is not infrequently in accordance with their ideals. They tend to just do work without taking the initiative to give ideas and ideas on how to increase work productivity in order to improve performance in their workplace for the better. The impact of these things can affect the survival of the organizations they occupy.

One of the challenges for employees in times like this is the difficulty of uniting visions and goals that are aligned with the achievement of organizational goals, and the appreciation given by the organization is still lacking, the environment is monotonous, and there is a lack of freedom of expression that millennial generation employees can channel, resulting in low job satisfaction. Gallup research shows that Millennials are less engaged in the workplace than previous generations in general. Employees who do not feel engaged and bound by their work will constantly oppose everything related to their work. They will work with negative emotions and act like that in their environment, and they usually miss the opportunities presented to them (Gallup, 2016). If employees feel engaged, they will show satisfaction, and are likely to be excited about the work they do, and this will increase productivity and competitive advantage for the company through higher performance (Yin, 2018). According to Dale Carnegie Indonesia research, just 25% of the millennial workforce engaged with the firms for which they work. According to a Dale Carnegie Indonesia poll, 9% of millennial employees decline or do not engage in company activities. More importantly, only 66% of millennial employees are truly engaged in their jobs. One of the millennial generation's

hallmarks are a lack of work engagement, especially in terms of morale. According to a Gallup (2016) research, 85% of workers globally are dissatisfied with their jobs and opt to resign. The ability to learn new things and progress is why millennial workers are currently looking for work. Millennials are motivated by a clear vision and objective. Few millennial employees desire to stay at their present business for at least a year (Robison, 2019). The next characteristic of millennials is self-assurance in their abilities and the ability to work well in groups. Millennial workers want collaboration and engagement in a bigger work environment to continue learning and evolving in order to better their skills (Guthrie & Jensen, 2019). According to an interview from one of the leaders of the Bandung startup community, the turn-over rate of startup employees in Bandung is estimated to still be at 50%. This indicates that the level of work attachment found in Bandung City Startups is quite low.

Psychological capital is one of the factors that can influence work engagement. In order to face the challenges of increasingly rapid business, and from the exposure of phenomena related to work engagement from millennial generation employees who are referred to as "jumping hopperini", millennial generation employees should have a positive psychological condition called psychological capital. The cause of a startup's failure in running its business according to cbinsights.com is caused by various factors. One of the crucial causes of startup failure is the improper team of 23%. This indicates that the formation of a team of good individuals is very necessary in supporting the success of a startup. Therefore, this must be a concern for how startups must pay attention to HR aspects, especially in managing their human resources. This is also supported by one of the data acquisition from CB Insights, burnout from individuals in the startup itself is crucial and still not considered so this makes one of the reasons why startups fail. The reality is that some startups hire and sue their employees with an unqualified collaborative mindset and the opportunity to do things they love but in the field they are not proficient in their field (Price, 2021). And this means that employees experience incompetence resulting from the things they do not based on the capabilities, competencies, and confidence that the employee has. So, this is related to aspects of psychological capital in startup employees.

As a result, the author is interested in investigating the impact of psychological capital and organizational citizenship behavior on the millennial generation working in Bandung City Startups, with work engagement serving as a moderating variable.

II Review of Literature

2.1 Psychological Capital

Psychological capital is defined as an individual's belief in his or her ability to perform various tasks, optimism about one's current and future success, perseverance in expecting achievements, and tenacity in the face of difficulties (self-resilience), all of which are required for individual goals to be achieved (Luthans et al., 2007). When compared to other psychological concepts with a static character, Walumbwa et al., (2014) defines psychological capital as the flexibility of receptivity to an individual's advancement. This is what differentiates psychological capital from other psychological concepts. This is in keeping with the theory put up by Luthans. He observed that psychological capital can adapt in the sense that it is dynamic as time passes. According to Luthans, Psychological Capital has four dimensions: self-efficacy, optimism, hope, and resilience.

2.2 Work Engagement

Utilizing employees in their job roles is known as work attachment. Employees will demonstrate their physical, cognitive, emotional, and mental in their positions and duties when they are tied to their work. Work attachment is defined as a person's emotions,

favorable attitudes, and relationship with their work, which is characterized by vigor, dedication, and absorption (Schaufeli et al., 2006). The dimensions of work engagement are divided into 3 sizes according to Schaufeli, including vigor, dedication and absorption.

2.3 Organizational Citizenship Behavior

Organizational citizenship behaviors refer to the activities of individuals who are not tagged and unstructured (discretionary), are not directly or indirectly valued formally, and improve the effectiveness of organizational operations as a whole (Bateman, T. S., & Organ, 1983). In this study, there are five dimensions used from organizational citizenship behavior, namely altruism, courtesy, sportmanship, conscientiousness, and civic virtue.

2.4 The Effect of Psychological Capital on Organizational Citizenship Behavior

By generating pleasant emotions, employees can promote progressive advancements and positive job results such as organizational work behaviour (Luthans et al., 2007) Employees with a high level of psychological capital are more likely to exhibit strong organizational citizenship behavior because they commit both physical and mental resources to their work (Pradhan et al., 2016). As a result, having a favorable level of psychological capital may have an impact on desired work behaviors, such as organizational citizenship behavior, which is assistance supplied to the company voluntarily rather than as part of the employee's job description (Norman et al., 2010).

Hypothesis 1: Psychological capital positively affects organizational citizenship behavior.

2.5 The Effect of Psychological Capital on Work Engagement

Having strong personal resources is one factor that helps people become more attached to their work. The emphasis of personal resource ownership, which promotes positive self-improvement, is the ability to adapt and have a beneficial impact on the firm. Personal resources consist of three components: self-efficacy, optimism, and self-confidence (Kotzé, 2018). These three components are nearly identical to those found in psychological capital, namely optimism, resilience, hope, and self-efficacy. This suggests that psychological capital can be one of the factors determining employees' work engagement. Previous research has found a beneficial relationship between psychological capital and work attachment.

Hypothesis 2: Psychological capital positively affects work engagement

2.6 The Effect of Work Engagement on Organizational Citizenship Behavior

Positive feelings and full involvement in one's work are two components of work engagement (Diniyati & Sudarma, 2018). Work engagement shows a positive influence on the organization, including with aspects of values and personality that arise within the organization. It can be identified if there are employees who have a high level of work attachment, then it can be seen from their role and the burden they bear on the company.

When employees can find fulfillment from their personal needs, are motivated at work, they have supportive interpersonal relationships, and operate in an effective environment, they will feel a bonded connection with the company. An employee will be more aware of feeling the need to use all his skills for the organization if he has a strong sense of commitment to the company. The increase in the value of the company's shares, the higher the company value, the higher it will be (Katharina, 2021). In the current economic development, manufacturing companies are required to be able to compete in the industrial world (Afiezan, 2020). The existence of the company can grow and be sustainable and the company gets a positive image from the wider community (Saleh, 2019).

Hypothesis 3: Work engagement positively affect organizational citizenship behavior

2.7 The Effect of Psychological Capital on Organizational Citizenship Behavior with Work Engagement as a Mediating Variable

Through the role of work engagement, psychological capital can improve organizational citizenship behavior. Psychological capital directs higher and significant work attachments. This can affect the actions of employees in the workplace as well as the work performance of employees (Bakker & Demerouti, 2008). Gupta (2017) describe when employees feel they are making a good commitment to their organization and are bound in their work, they will freely demonstrate work behavior towards the organization well. Work engagement can mediate the influence between psychological capital and organizational citizenship behavior that is highlighted to the organization. In addition, engagement is positively thought to improve the performance of tasks and organizational citizenship behaviour (Bakker & Demerouti, 2008).

This can be illustrated in the following chart.

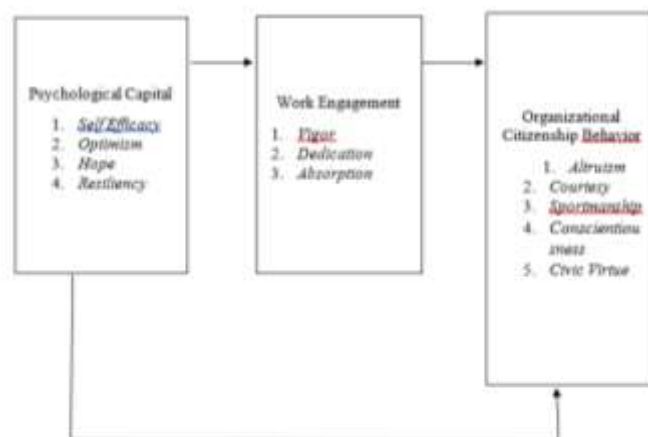


Figure 1. Thinking Framework

III. Research Method

The research approach used by the authors in this study is a descriptive and verifiable method using an explanatory survey as a research method. The data and information that has been accumulated are sourced from millennial employee respondents who work in Startups in Bandung and use questionnaires as research instruments. The purpose of this study is to determine the relationship between variables, namely psychological capital variables, work attachments, and organizational citizenship behavior. In this study, the population determined by the researcher is the entire millennial generation who work at startups in the city of Bandung. Based on data received by researchers from the Bandung Startup Community management (2022), the total population of millennial generation employees (1981-2000) is 3252 people. Convenience sampling is a type of sample used in this study based on a predetermined population. The following are the criteria for suitable respondents in this study:

1. Born in 1980 – 2000 (BPS, 2018)
2. Have worked for at least 6 months (Deloitte, 2019)
3. Work on a startup located in Bandung.

In addition, sampling will be given in the proportions suggested by (P. M. Bentler & Chih-Ping Chou, 1987) in Latan (2013), Joreskog and Sorbom (Engkos Achmad Kuncoro, 2012). The number of samples required for the estimation process is 5 times (5:1) of the size used. This study had 41 different sizes, so the results were obtained from the determination of

a sample of 220 respondents. Quantitative research was used in this study. Data are collected in numerical form (numbers) and examined with the help of statistics, both for the purpose of describing variables and evaluating hypotheses. The design of the analysis technique carried out is to use SEM based on Covariance Based (CB-SEM) using application IBM SPSS AMOS 24, Structural Equation Modeling or better known as SEM (Abdullah, 2015).

IV. Discussion

4.1 An Overview of the Characteristics of the Millennial Generation in Startups in Bandung

a. Gender

According to research findings, most of the individuals who become millennial generation employees who work at Bandung City Startups are men, accounting for as many as 155 people or 70%. While women number up to 65 individuals or 30%. So it can be said that male employees dominate in Millennial Generation Employees at Bandung City Startups.

b. Age

According to data, the majority of millennial generation employees who work at Bandung City Startups are between 22 to 26 years old, which is 92 people or 42%. Then the respondents who dominated the two between the ages of 27 to 31, totaled 62 people or 28%. The age range of 32-36 was followed by 53 people or 24%. While minorities range in age from 37 to 42 years, accounting for up to 13 people or 6%. From the data obtained, it can be concluded that in the age range of 22-26 years who were born in 1996-2000, they dominate the millennial generation employees who work at Bandung City startups.

c. Last Education Status

The final educational background of the respondents was classified into three categories: D3, S1, and S2. 203 people or 93% of the 220 respondents had a Bachelor's education (S1), 2 people or 1% had a Diploma education (D3), and 14 people or 6% had a Master's education (S2). As a result, it can be stated that respondents with a Bachelor (S1) background dominate the number of millennial generation employees at Startup Bandung City.

d. Length of Work

It is known that the length of service of millennial generation employees who work at Startup Bandung is divided into three categories, namely 6 months – 1 year, 1 year – 2 years, above 3 years. And from the results that have been obtained by researchers, many employees have a service period of 1 to 2 years, namely as many as 109 people or as many as 49%.

e. Startup Field

Table 1. Startup Fields

Startup Fields		%
Software	25	11,36%
Social Commerce	40	18,18%
AquaTech	77	35,00%
Game Development	24	10,90%
IT	26	11,81%

EduTech	1	0,45%
Digital Marketing	4	1,81%
BioTech	1	0,45%
FoodTech	3	1,36%
Capsule Hotel Tech	19	8,63%
	220	100,00%

According to research findings, most of the employees who work in startups in Bandung are those who work in the AquaTech startup, as many as 77 people or 35%.

4.2 Overview of Each Variable

Table 2. The Average Value of Each Variable

Variable	Mean	Category
Psychological Capital	77,36%	High
Work Engagement	78%	High
Organizational Citizenship Behavior	79,63%	High

From the results of data processing, an overview of each variable is obtained and it can be concluded that the overall variables are in a high category.

4.3 Hypothesis Test

a. The Influence of Psychological Capital on the Behavior of Organizational Citizenship

Table 3. Hypothesis One

Hypothesis	Path	T-Count	P-Value
H1	Psychological Capital -> Organizational Citizenship Behavior	-1,605	0,108

From the results of the parameter estimates table above, the value of probability $0.108 > 0.05$ and the standardized regression weight coefficient between Psychological Capital and Organizational Citizenship Behavior is -1.605 or below 1.65 , this contains the meaning of $H_{0.1}$ accepted meaning that psychological capital has no significant effect on organizational citizenship behavior or $H_{0.1}$ cannot be rejected, for which this study is not sufficient evidence to state that psychological capital has an influence on organizational citizenship behavior.

That is, if the psychological capital of millennial generation employees at startups in the city of Bandung increases, then organizational citizenship behavior will decrease, because it only continues to focus on psychological capital towards individuals, not developed or channeled to other things that are outside of itself such as the initiative to do things outside the main job description in their workplace. This can happen because the psychological capital of employees only focuses on the needs of each of their employees without taking actions or initiatives outside of themselves.

There are findings of the same study by Bramantya, (2022) which states that psychological capital has no effect on organizational citizenship behavior in employees at PT X in Jogjakarta. Bramantya explained, this shows that individuals with high psychological

capital do not have an active desire to help their teammates or superiors and demonstrate organizational integrity.

There is a similar study according to Branch (2020) with the opposite result and shows that psychological capital has an effect and is significant on organizational citizenship behavior. Another study conducted with the object of hospital employees, showed that organizational citizenship behavior may increase in the same way as the formation of psychological capital (Province, 2019).

b. The Effect of Psychological Capital on Work Engagement

Table 4. Hypothesis Two

Hypothesis	Path	T-Count	P-Value
H2	Psychological Capital -> Work Engagement	4,295	0,000

From the results of the estimated parameters table above, the value of probability $0.000 < 0.05$ and the standardized regression weight coefficient between Psychological Capital and Work Attachment is 4.295 or $4.295 > 1.65$, this implies that H_{1.2} is accepted, meaning that psychological capital has a significant effect on work attachment. A coefficient of 4.295 means that if the psychological capital is increased by one unit, then the value gain from work attachment will increase in the same direction by 4.295, which means that this value can significantly increase the value of work attachment and the value of this coefficient is positive.

Millennial employees who are directly attached to their work will be connected to the task and personally present fully active in their own roles and focused on doing their work. Psychological capital as an intrinsic motivation is able to lead millennial generation employees to high work engagement.

Similar findings are also supported by Alessandri, (2018) and Wirawan et al., (2020) that psychological capital has a positive and significant influence on work engagement.

c. The Effect of Work Engagement on Organizational Citizenship Behavior

Table 5. Hypothesis Three

Hypothesis	Path	T-Count	P-Value
H3	Work Engagement -> Organizational Citizenship Behavior	4,426	0,000

From the results of the estimated parameters table above, the value of probability $0.000 < 0.05$ and the coefficient of standardized regression weight between work attachment and organizational citizenship behavior is 4.426 or $4.426 > 1.65$, this means that H_{1.3} is accepted, meaning that work attachment has a significant effect on organizational citizenship behavior.

The effect of work engagement on organizational citizenship behavior in this study shows that work engagement to millennial generation employees plays a role in organizational citizenship behavior. So if you refer to this study, the work engagement of millennial generation employees in startups has a direct influence on organizational citizenship behavior. If millennial generation employees have positive work engagement, the

same goes for their organizational citizenship behavior activities. In other words, the presence of an increase in employee work attachment determines the organizational citizenship behavior.

These findings are also supported by the research of Park (2019) and Thakre & Mathew, (2020) where the results show similarly, work engagement affects organizational citizenship behavior.

d. The Effect of Psychological Capital on Organizational Citizenship Behavior with Work Engagement as a Mediating Variable

Table 6. Hypothesis Four

Hypothesis	Path	T-Count	P-Value
H4	Psychological Capital -> Organizational Citizenship Behavior-> Work Engagement	3,073	0,002

From the results of the parameter estimation table above, the value of probability $0.002 < 0.05$ and the coefficient of standardized regression weight between psychological capital variables and organizational citizenship behavior through work engagement is 3.073 or $3.073 > 1.65$, this means that H_{1.4} is accepted, meaning that positively work engagement mediates the influence between psychological capital on organizational citizenship behavior. If psychological capital increases, then the behavior of organizational citizenship behaviour through work engagement will increase by 3,073 and the direction of influence is positive.

One of the main objectives of this study is to determine the mediating role of work engagement between psychological capital and organizational citizenship behavior which shows that millennial generation employees at Bandung startups will show voluntary work behavior towards organizations only when they are dedicated and attached to their work. The characteristics of millennial generation employees who want to be sure of their work will not hesitate to leave their jobs if the startup does not provide certainty. Millennial generation employees who have a good level of psychological capital, will affect their performance on their organizational citizenship attitudes and behaviors if they feel attached and involved in it directly. A dedicated and attached employee will consider the task as his primary responsibility.

This finding is also supported by Gupta (2017) with the object of manufacturing employees in India, and Jin M, Zhang Y, Wang F, Huang J, Feng F, Gong S, Wang F, Zeng L, Yuan Z, (2022) with the object of nurses in Chinese Hospitals that the results obtained are similar, the entanglement of work mediates the influence between psychological capital on the behavior of organizational citizenship.

V. Conclusion

5.1 Conclusion

1. An overview of the psychological capital of millennial generation employees who work at startups in the city of Bandung is at a high level, meaning that psychological capital can be said to be good. Likewise, the employee's work engagement is at a high or good level so that they have good passion, dedication, and passion in the workplace. Followed by organizational citizenship behavior, employees are at a high level, meaning that employees are able to come up with an attitude of extra work voluntarily beyond the target achievement at the startup.

2. Psychological capital on organizational citizenship behavior has no significant influence, it is not statistically supported.
3. Psychological capital has a significant influence of 4,295 on work engagement, statistically supported.
4. Work engagement has a significant influence of 4,426 on organizational citizenship behavior, statistically supported.
5. Psychological capital has a significant influence of 3,073 on organizational citizenship behavior through work engagement, statistically supported and the role of work engagement in this study fully mediates the influence between psychological capital on organizational citizenship behavior.

5.2 Suggestion

1. In the psychological capital variable in this study, there is still the lowest value, namely the statement item to manage stress in the workplace well, it is hoped that startups minimize the level of employee stress by upgrading and bounding fellow employees so that it will create a better work environment and atmosphere.
2. In the work engagement variable in this study, there is still the lowest value, namely the statement item of millennial generation employees able to put all their energy into work. It is hoped that startups can provide a certain space and rest hours for their employees so that millennial generation employees can maintain and maintain their energy while working so that this can maintain their productivity and performance to be more optimal.
3. In the variable of organizational citizenship behavior in this study, there is still the lowest value, namely the millennial generation employee statement item minimizes problems that are not related to their authority, it is hoped that startups will not provide jobs outside the employee's jobdesc excessively so that employees can focus on working according to their respective domains and authorities in order to work optimally without having to intersect with problems that unrelated to his authority.
4. Other studies have found an influence between psychological capital and organizational citizenship behavior, but in this study no similar results were found. The existence of this discovery provides an opportunity for other researchers to validate the results of this study with the scope in Indonesia by determining the number of respondents that can be determined more and also opens up opportunities to be combined with places outside the Bandung area.
5. If researchers next want to study research on psychological capital that influences organizational citizenship behavior through work engagement, they can choose another alternative research object and adding new variable that will later reveal whether the results are the same as this study or not.
6. References for millennial generation employees and startups are essential to help with this research; It is also expected to open up more research opportunities to find out what is causing the current challenges with the design of methods that are sharper and can describe the existing conditions and facts of the field.

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