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The Influence Of Psychological Capital And Knowledge Sharing 0n Organizational Citizenship Behavior in the Textile Industry (Case Study At Pt Xyz)

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ABSTRACT: This study aims to determine the state of psychological capital, knowledge sharing, and organizational citizenship behavior (OCB) and to find the amount of influence of psychological capital and knowledge sharing on organizational citizenship behavior in PT XYZ employees, both partially and simultaneously. The method used in this research is descriptive and verification with a quantitative approach. The population used in this study were all employees of PT XYZ, which amounted to a population of 55 respondents using non-probability sampling techniques, namely saturated sampling of 55 respondents using the Slovin formula. Based on the results obtained, respondents' responses regarding Psychological Capital are included in the sufficient category, Knowledge Sharing is included in the adequate category, and Organizational Citizenship Behavior (OCB) is included in the sufficient category. Based on the results of determination testing, it is found that Psychological Capital has an effect of 0.471 or 47.1% on Organizational Citizenship Behavior (OCB), Knowledge Sharing has an impact of 0.634 or 63.4% on Organizational Citizenship Behavior (OCB), Psychological Capital and Knowledge Sharing have an effect of 0.624 or 62.4% on Organizational Citizenship Behavior (OCB). Based on the results of partial hypothesis testing show that Psychological Capital does not affect Organizational Citizenship Behavior (OCB), and Knowledge Sharing affects Organizational Citizenship Behavior (OCB). Based on the results of hypothesis testing, simultaneously, Psychological Capital and Knowledge Sharing affect Organizational Citizenship Behavior (OCB).

Keywords: Psychological Capital, Knowledge Sharing, Organizational Citizenship Behavior (OCB).

INTRODUCTION

The textile industry is currently facing intense competition driven by globalization, technological advancements, and evolving customer demands. Companies in this sector are under increasing pressure to enhance productivity, improve employee performance, and foster innovation to

maintain competitiveness. Key challenges include high employee turnover, lack of organizational commitment, and limited collaboration across departments—factors that ultimately affect organizational effectiveness (Indrawati, 2023).

In an increasingly competitive business world, companies are required not only to focus on improving individual performance but also on enhancing overall organizational performance. According to data from the Central Statistics Agency (Badan Pusat Statistika) processed by the Ministry of Industry, there has been a 7.5% decline in the number of workers in the textile industry (Ashri, 2024). This decline is closely related to the increase in layoffs in Indonesia's textile industry. One of the factors contributing to this phenomenon is the impact of the economic recession, which has reduced consumers' purchasing power, coupled with the influx of imported products (Jin et al., 2022). This situation has made it difficult for companies to compete with increasingly competitive imported goods, causing many companies to fail and permanently cease operations. One way to improve organizational performance and survive in these difficult conditions is by enhancing organizational behavior. According to Robbins, organizational behavior is the study of what people do in an organization and how their behavior affects organizational performance (Robbins, 2016). One concept that has been gaining increasing attention in this context is Organizational Citizenship Behavior (OCB). OCB refers to employee behavior that goes beyond their formal job duties and contributes positively to the organization (Chandra, 2021; Sari, 2020).

PT XYZ, as one of the leading textile companies in Bandung, produces a wide range of fabrics with delivery coverage ranging from local to international markets. The company is ISO 9001, 14001, and 45001 certified, enabling it to compete in the textile industry by producing export-quality products. However, PT XYZ faces challenges in maintaining and enhancing OCB among its employees. The company does not provide sufficient opportunities for employees to engage in OCB-related activities, such as corporate social events, additional training programs, or cross-team collaboration opportunities. Employees who wish to exhibit OCB may feel limited if there are no proper initiatives or platforms for contributing. According to Poldsakoff, OCB can be measured through employee involvement in company activities that tend to reflect voluntary behavior in support of organizational goals (Podsakoff, 2018). The following is data on employee engagement based on participation in company competitions, which indirectly fosters voluntary actions to help achieve corporate objectives:

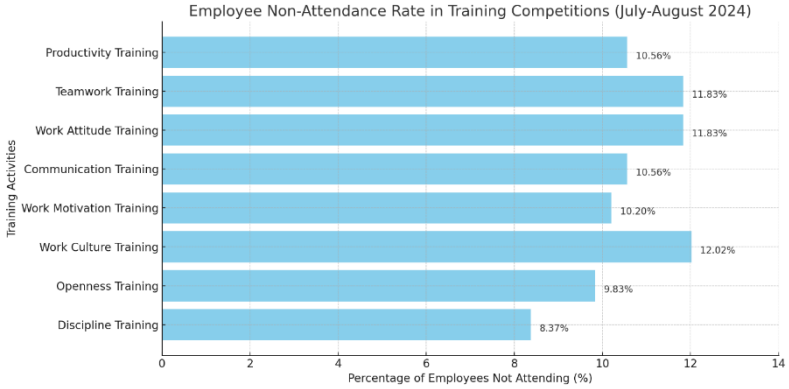


Figure 1. Employee Participation Rate in Training Competitions

Solurcel: PT XYZ Dolcumelnt (2024)

Based on the table above shows that some employees at PT XYZ did not participate in the training competition activities. The highest non-attendance rate reached 12.02%, whereas the expected target was 0% non-attendance. This data suggests a tendency for low employee engagement in company activities. This explains that employees are one of the most critical elements in an organization's success in achieving its goals (Priansa, 2021). Employees' voluntary behavior will emerge if they have a positive attitude toward the company. According to Luthans, as cited in Mardiah, this positive attitude is known as Psychological Capital (PsyCap). States that individuals with strong Psychological Capital always focus on the positive aspects of their work and continuously boost their confidence, which fosters OCB.

A previous study by Sufya found that employees with high Psychological Capital tend to be more enthusiastic, better at overcoming challenges, and more committed to their jobs. Psychological Capital is a positive psychological state characterized by self-efficacy to complete tasks optimally, positive attribution (optimism) toward success, perseverance in achieving goals, adaptability to change, and resilience in facing challenges to achieve success (Avitya, 2024). Luthans discovered that PsyCap significantly influences performance, employee engagement, and OCB. A study in a manufacturing company in Indonesia revealed that employees with high psychological capital tend to have better OCB, particularly in helping colleagues and supporting organizational goals (Wibowo, 2019). Mphasizes that Psychological Capital in a company can be indicated by achieving corporate targets or production goals (Marbun, 2019). The higher the Psychological Capital level, the greater the likelihood of achieving these targets. In addition to psychological capital, knowledge sharing can also be considered a key factor in organizational success and achieving desired targets. Knowledge Sharing is the process in which employees exchange information, experiences, and skills with the aim of improving overall performance. In the textile industry, where innovation and efficiency are critical, employees' ability to share knowledge becomes crucial. Innovation in textile design, materials, and technology is essential. By sharing ideas and experiences, design and production teams can collaborate to create more innovative and market-attractive products. The combination of Psychological Capital and Knowledge Sharing is expected to create a synergy that supports the improvement of Organizational Citizenship Behavior at PT XYZ. Employees with high levels of confidence are more likely to engage in Knowledge Sharing. Although these two factors have been studied separately in various contexts, research examining their simultaneous impact on OCB in the textile industry is still limited. Therefore, this study aims to fill that empirical gap and provide new insights for PT XYZ in managing its human resources more effectively. Wang & Noe, as cited by Wicaksono & Suko, showed that Knowledge Sharing is positively associated with organizational performance, innovation, and OCB.

Organizations with high levels of Knowledge Sharing tend to be more innovative and competitive. A survey conducted by (PricewaterhouseCoopers, 2022) on several companies in Indonesia revealed that only around 45% of employees felt there was a strong Knowledge Sharing culture in their workplace. This indicates that there is still room for improvement in facilitating Knowledge Sharing in Indonesian companies, including PT XYZ. By improving Knowledge Sharing, PT XYZ can unlock more opportunities for innovation, as better collaboration often leads to fresh ideas and more effective solutions. The more Knowledge Sharing occurs, the more substantial the likelihood of improving OCB. Employees who feel supported and engaged in Knowledge Sharing

tend to be more motivated to help their colleagues and contribute more to organizational goals (Syamsuddin, 2020).

Previous studies on Psychological Capital reveal an existing research gap. Found that Psychological Capital had a significant influence on OCB, while concluded that Psychological Capital did not have a substantial effect on OCB(Putri, 2023). Regarding Knowledge Sharing, (Ramawati, 2023) found that it had an enormous impact on OCB, whereas found that Knowledge Sharing did not have a significant influence on OCB (Pratama, 2021). Based on the previous background explanation, there are notable issues related to OCB among PT XYZ employees. A preliminary survey revealed that many employees were unwilling to help their colleagues, and participation in various company activities was relatively low. The initial study of Psychological Capital indicated that employees lacked confidence in their abilities, were unable to cope with work pressure, and had low motivation to achieve their goals. Similarly, the preliminary survey on Knowledge Sharing showed that employees were reluctant to share knowledge due to limited opportunities and a lack of a supportive environment for information sharing among colleagues to enhance team performance (Farhan & Kusuma, 2021; Rehman & Kareem, 2021).

METHOD

This research is a quantitative study with a causal approach. This approach is used to analyze the influence of Psychological Capital (PsyCap) and Knowledge Sharing on Organizational Citizenship Behavior (OCB) at PT XYZ. The sampling method in this study uses a non-probability sampling technique. Considering the large population size of 122 employees in the production division of PT XYZ, the Slovin formula is used to determine the sample size accurately (Kartikasari, 2021). Based on this formula, the respondents in this study amounted to 55 employees of PT XYZ. The data used in this research consists of:

- Primary Data, collected through questionnaires distributed to respondents.
- Secondary Data obtained from company reports, journals, and related literature.

  The questionnaire instrument uses a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The collected data will be analyzed using the following techniques:

- Validity and Reliability Tests: To ensure that the research instrument is valid and reliable.
- Multiple Regression Analysis: To examine the simultaneous and partial influence of independent variables (Psychological Capital and Knowledge Sharing) on the dependent variable (OCB).
- t-test (partial) and F-test (simultaneous).
- Coefficient of Determination (R^2): To determine the extent to which the independent variables contribute to the dependent variable.

The hypotheses of this research are:

1. H1: Psychological Capital has a significant favorable influence on Organizational Citizenship Behavior (OCB).
2. H2: Knowledge Sharing has a significant favorable influence on Organizational Citizenship Behavior (OCB).
3. H3: Psychological Capital and Knowledge Sharing simultaneously have a significant favorable influence on Organizational Citizenship Behavior (OCB).

RESULT AND DISCUSSION

The classical assumption tests conducted in this study include a normality test, multicollinearity test, and heteroscedasticity test:

- Normality Test: This test determines whether the obtained data is normally distributed. In this study, the normality test was performed using two methods: the Kolmogorov-Smirnov Test and P-P Plot analysis.
- Multicollinearity Test: This test aims to identify whether multicollinearity occurs among the independent variables.
- Heteroscedasticity Test: This test is conducted to determine whether the data has a linear pattern or not.

1. Normality Test

The normality test in this study was conducted through two methods: the Kolmogorov-Smirnov Test and the P-P Plot.

Table 1. Results of Normality Test Using Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test

Unstandardizeld Relsidual

N		55
Nolrmal Parameltelrs[a,b]	Melan	0.0000000
	Std. Delviatioln	7.90367370
Molst Elxtrelmel Diffelrelncels	Absolutely	0.102
	Positive	0.072
	Negative	-0.102
Telst Statistic		0.102
Asymp. Sig. (2-tailed)		0.200[c,d]

Solurcel: Prolcelsseld SPSS Data (2024)

From Table 1, the results of the One-Sample Kolmogorov-Smirnov Test show that the asymp. Sig (2-tailed) value is 0.200. This indicates that the normality test in this study demonstrates a normal distribution since the significance value is greater than 0.05. In addition to the One-Sample

Kolmogorov-Smirnov Test, the normality test also uses P-P Plots. This method visually checks whether the data points form or closely follow a diagonal linear pattern. Below are the results of the normality test using P-P Plots:

Figure 2. Normality Test Using P-P Plots

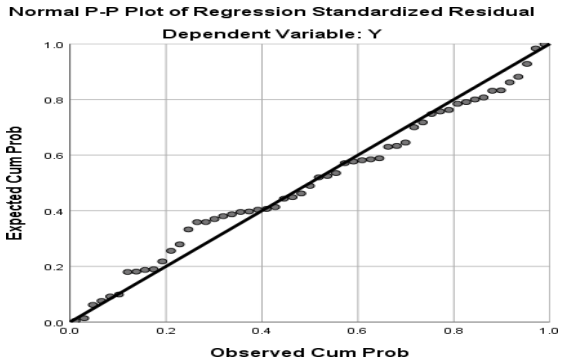


Figure 2 shows that the P-P Plot points follow the diagonal line, indicating that the data is normally distributed.

1. Multicollinearity Test

The Multicollinearity Test aims to determine whether there is any correlation between independent variables in the regression model. Multicollinearity is considered absent if the Variance Inflation Factor (VIF) value is less than 10.

Table 2. Multicollinearity Test Using VIF

Coefficients

Unstandardizeld Colelfficielnts				**Standardizeld Colelfficielnts**			**Colllinelarity Statistics**	
Mol dell		**B**	**Std. Elrrolr**	**Belta**	**t**	**Sig.**	**Tollelrancel**	**VIF**
1	(Colnstant)	10.640	3.440		3.093	0.003		
	X1	0.094	0.126	0.108	0.745	0.460	0.333	3.004
	X2	0.608	0.124	0.709	4.901	0.000	0.333	3.004

a. Delpelndelnt Variablel: Y

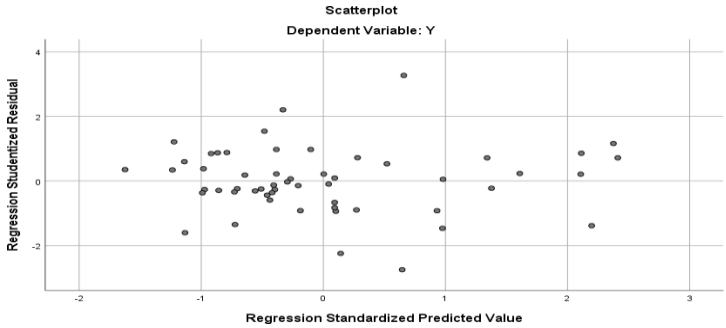
Solurcel: Prolcelsseld SPSS Data (2024)

Table 2 shows that the variables Psychological Capital and Knowledge Sharing do not exhibit multicollinearity, as the VIF values for both variables are less than 10.

2. Heteroscedasticity Test

The Heteroscedasticity Test determines whether the residuals in the regression model show consistency or variation across different observations.

Figure 3. Results of Heteroscedasticity Test Using Scatterplot



Source: Processed SPSS Data (2024)

Figure 2 shows that heteroscedasticity does not occur, as there is no visible pattern in the scatterplot. Furthermore, the Glejser Test can be used to detect heteroscedasticity. In this test, if the significance value (sig) > 0.05, there is no indication of heteroscedasticity. A good regression model does not exhibit heteroscedasticity.

Table 3. Results of the Glejser Test

Coefficients[a]

Mol dell		Unstandardizeld Colelfficielnts B	Std. Elrrolr	Standardize ld Colelfficiel nts Belta	t	Sig.
1	(Colnstan t)	3.784	2.289		1.653	0.104
	X1	-0.044	0.084	-0.126	-0.530	0.599
	X2	0.088	0.083	0.253	1.068	0.290

Solurcel: Prolcelsseld SPSS Data (2024)

Figure 2 shows that heteroscedasticity does not occur, as there is no visible pattern in the scatterplot. Furthermore, the Glejser Test can be used to detect heteroscedasticity. In this test, if the significance value (sig) > 0.05, there is no indication of heteroscedasticity. A good regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Coefficient Test

Multiple linear regression coefficients are used to prove the existence or non-existence of a functional relationship between Psychological Capital and Knowledge Sharing in Organizational Citizenship Behavior.

Table 4. Multiple Linear Regression Coefficient Test

Coefficients[a]

Unstandardizeld Colelfficielnts				Standardizeld Colelfficielnts	t	Sig.
Moldell		**B**	**Std. Elrrolr**	**Belta**		
1	(Colnstant)	10.640	3.440		3.093	0.003
	X1	0.094	0.126	0.108	0.745	0.460
	X2	0.608	0.124	0.709	4.901	0.000

a. Delpelndelnt Variablel: Y

Solurcel: Prolcelsseld SPSS Data (2024)

Based on Table 4, it can be seen that: (Y) = 10.640 + 0.094X1 + 0.608X2. From the results of this multiple linear regression equation, each variable can be interpreted regarding its influence on Organizational Citizenship Behavior as follows:

1. The constant value or α = 10.640, which is positive, represents the constant or the state when the Organizational Citizenship Behavior (Y) variable is not influenced by other variables, namely Psychological Capital (X1) and Knowledge Sharing (X2).
2. The regression coefficient for Psychological Capital (X1) is 0.094, with a positive value. This means that for every increase of 1 unit in the Psychological Capital (X1) variable, Organizational Citizenship Behavior (Y) will increase by 0.094.
3. The regression coefficient for Knowledge Sharing (X2) is 0.608, indicating that the Knowledge Sharing (X2) variable has a positive influence on Organizational Citizenship Behavior (Y). This means that for every increase of 1 unit in the Knowledge Sharing (X2) variable, Organizational Citizenship Behavior (Y) will increase by 0.608.

Multiple Correlation Coefficient

The analysis of the multiple correlation coefficient is used to determine the correlation between two independent variables and one dependent variable by examining the value of R. Below are the results of the multiple correlation coefficient test:

Table 5: Multiple Correlation Coefficient Values

Model Summary[b]

Moldell	R	R Squarel	Adjusteld R Squarel	Std. Elrrolr olf thel Elstimatel
1	0.799a	0.638	0.624	8.054

a. Preldictolrs: (Colnstant), X2, X1

b.Delpelndelnt Variablel: Y

Solurcel: Prolcelsseld SPSS Data (2024)

Based on Table 5, it can be seen that the correlation between the variables Psychological Capital (X1) and Knowledge Sharing (X2) with Organizational Citizenship Behavior (Y) is 0.799. The coefficient value falls in the high range. Therefore, it can be concluded that the relationship between Psychological Capital and Knowledge Sharing towards Organizational Citizenship Behavior is quite strong.

Coefficient of Determination

The coefficient of determination in this study is used to determine the percentage of Psychological Capital's influence on OCB, the percentage of Knowledge Sharing's influence on OCB, and the combined percentage of Psychological Capital and Organizational Citizenship Behavior's influence on OCB.

Table 6: Coefficient of Determination Value for Psychological Capital

Model Summary[b]

Mold ell	R	R Squarel	Adjusteld R Squarel	Std. Elrrolr olf thel Elstimatel
1	0.686a	0.471	0.461	9.646

a. Preldictolrs: (Colnstant), X1
b. Delpelndelnt Variablel: Y

Solurcel: Prolcelsseld SPSS Data (2024)

Table 6 shows that the Psychological Capital variable contributes 47.1% to Organizational Citizenship Behavior. The remaining 52.9% (100%—47.1%) is influenced by the Knowledge Sharing variable and other variables not explained in this study.

Table 7: Coefficient of Determination Value for Knowledge Sharing

Model Summary[b]

Mold ell	R	R Squarel	Adjusteld R Squarel	Std. Elrrolr olf thel Elstimatel
1	0.796a	0.634	0.627	8.020

a. Preldictolrs: (Colnstant), X2
b. Delpelndelnt Variablel: Y

Solurcel: Prolcelsseld SPSS Data (2024)

Table 7 shows that the Knowledge Sharing variable contributes 63.4% to Organizational Citizenship Behavior. The remaining 36.6% (100%—63.4%) is influenced by the Psychological Capital variable and other variables not explained in this study.

Table 8: Coefficient of Determination Value for Psychological Capital and Knowledge Sharing

Summary[b]

Mold ell	R	R Squarel	Adjusteld R Squarel	Std. Elrrolr olf thel Elstimatel
1	0.799a	0.638	0.624	8.054

a. Preldictolrs: (Colnstant), X2, X1
b. Delpelndelnt Variablel: Y

Solurcel: Prolcelsseld SPSS Data (2024)

Table 8 shows that the combination of the Psychological Capital and Knowledge Sharing variables contributes 62.4% to Organizational Citizenship Behavior. The remaining 37.6% (100%—62.4%) is influenced by Psychological Capital, Knowledge Sharing, and other variables not explained in this study.

Hypothesis Testing Results

Hypothesis testing aims to determine the significance of the influence of Psychological Capital and Knowledge Sharing, both partially and simultaneously, on Organizational Citizenship Behavior so that the hypothesis's acceptance or rejection can be assessed.

Partial Test (t-Test).

The t-test is used to determine whether there is a significant effect of the Psychological Capital (X1) variable on the Organizational Citizenship Behavior (Y) variable. The testing criteria are:

- If the calculated t > t-table, the null hypothesis (H0) is rejected.
- If the calculated t < t-table, the alternative hypothesis (Ha) is rejected.

The t-table value is obtained from a significance level of 0.05.

Table 9: t Test Results for Variable Psychological Capital

Coefficients[a]

Mol dell		Unstandardizeld Colelfficielnts B	Std. Elrrolr	Standardizeld Colelfficielnts Belta	t	Sig.
1	(Colnstant)	10.640	3.440		3.093	0.003
	X1	0.094	0.126	0.108	0.745	0.460
	X2	0.608	0.124	0.709	4.901	0.000

a. Delpelndelnt Variablel: Y

Solurcel: Prolcelsseld SPSS Data (2024)

From Table 9, it can be seen that the value for the Psychological Capital variable is 0.745. This means that the null hypothesis (H_0) is accepted, and the alternative hypothesis (H_a) is rejected because the calculated t-value is smaller than the t-table value. This indicates that Psychological Capital does not have a significant effect on Organizational Citizenship Behavior (OCB) in this study.

This finding aligns with research conducted by (Luthans & Youssef-Morgan, 2017), who highlighted that Psychological Capital is a strong predictor of positive workplace behavior, including OCB. They found that employees with high Psychological Capital (self-efficacy, hope, resilience, and optimism) tend to exhibit more voluntary behaviors that contribute to organizational effectiveness—confirmed that Psychological Capital enhances OCB by increasing employee engagement and motivation, promoting proactive behaviors beyond formal job requirements (Avey et al., 2011). A significant positive relationship was found between PsyCap and OCB in the banking sector, particularly in dimensions like altruism and civic virtue. The value for the Knowledge Sharing variable is 4.901. This means that the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted because the calculated t-value is greater than the t-table value. Therefore, Knowledge Sharing has a significant influence on the dependent variable (OCB) in this study.

This is consistent with research by (Cabrera & Cabrera, 2005), who emphasized that knowledge-sharing practices enhance collaboration and trust among employees, fostering higher levels of OCB. Podsakoff (7) linked knowledge sharing with increased dimensions of OCB, such as helping behaviors (altruism) and organizational participation (civic virtue). Explored the influence of knowledge-sharing on OCB in a public sector organisation and found that an effective knowledge-sharing culture strengthens courtesy and conscientiousness among employees (Sartika et al., 2020).

Simultaneous Test (F Test)

The criteria for testing are:

- Accept the null hypothesis (H_0) if F calculated < F table
- Reject H_0 if F calculated > F table

Where the F table value is obtained from a significance level of $\alpha = 0.05$, with degrees of freedom df_1 = k (the number of independent variables) = 2, and df_2 = n - k - 1 = 55 - 2 - 1 = 52, the F table value is 3.18.

Table 10: F Test Results

ANOVA[a]

Modell		Sum of Squares	df	Melan Square	F	Sig.
1	Relgrelssio ln	5950.470	2	2975.235	45.864	0.000b
	Residual	3373.275	52	64.871		
	Toltal	9323.745	54			

a. Delpelndelnt Variablel: Y
b. Preldictolrs: (Colnstant), X2, X1

Solurcel: Prolcelsseld SPSS Data (2024)

Table 10 shows that Psychological Capital and Knowledge Sharing have a simultaneous effect on Organizational Citizenship Behavior (OCB) because the F calculated is greater than the F table value. This indicates that, simultaneously, Psychological Capital and Knowledge Sharing influence Organizational Citizenship Behavior (OCB).

This is in line with research conducted by (Kim et al., 2019), who proposed that the combined effect of Psychological Capital and knowledge-sharing practices creates a synergistic impact on OCB, enhancing organisational resilience and adaptability. Putra found that organisations with strong Psychological Capital and a robust knowledge-sharing culture experienced higher levels of sportsmanship and conscientiousness among employees (Putra et al., 2021).

The results of this study provide evidence that both Psychological Capital and Knowledge Sharing significantly positively influence Organizational Citizenship Behavior (OCB) at PT XYZ. This finding aligns with several previous studies and highlights the importance of employee psychological resources and a knowledge-sharing culture in promoting voluntary behaviours that go beyond formal job descriptions.

The analysis shows that Psychological Capital significantly enhances OCB. Among the four dimensions of Psychological Capital—self-efficacy, hope, resilience, and optimism—self-efficacy and hope were found to have the most decisive influence. Employees with high levels of confidence in their abilities (self-efficacy) and a positive outlook on achieving goals (hope) tend to engage more in helping behaviors, civic participation, and cooperation with colleagues. This finding supports Luthans (9) and Avey (25), who argued that Psychological Capital promotes positive work behaviors and strengthens organizational commitment. In the specific context of PT XYZ, where the startup environment is fast-paced and innovation-driven, PsyCap acts as a critical factor in enhancing adaptability and proactive behavior among employees.

Knowledge Sharing was also found to have a significant positive effect on OCB. Employees who frequently engage in knowledge donating (sharing expertise) and knowledge collecting (seeking knowledge) exhibit higher levels of OCB, particularly in the dimensions of altruism and courtesy. This result is consistent with Podsakoff (7) and Cabrera & Cabrera (27), who emphasized that a knowledge-sharing culture fosters collaboration and trust among employees, which in turn encourages discretionary behaviors that benefit the organisation. In the context of PT XYZ, knowledge sharing is especially crucial given the company's reliance on collective expertise and continuous innovation to remain competitive in the textile industry.

When analysed simultaneously, psychological capital and knowledge sharing have a more substantial impact on OCB than their individual effects. This suggests a synergistic relationship, where employees with strong psychological resources are more likely to engage in knowledge-sharing activities, which further amplifies their OCB. This is in line with the findings of Kim (29), who noted that organizations with both high Psychological Capital and a robust knowledge-sharing culture experience greater organizational resilience and employee engagement. At PT

XYZ, this combination supports the company's efforts to foster a collaborative and high-performance work environment, which is crucial for navigating the uncertainties of the startup landscape.

Comparison with Previous Studies

1. Psychological Capital and OCB

   Luthans (9) and Avey (25) emphasized the role of Psychological Capital in influencing positive work behaviors, including OCB. This study supports their conclusions by showing that high self-efficacy and hope (two dimensions of Psychological Capital) are significantly associated with OCB at PT XYZ. The findings align with Luthans (9), who argued that employees with higher Psychological Capital tend to exhibit behaviors that go beyond their formal job descriptions, contributing to organizational success. However, the study at PT XYZ also indicates a relatively moderate level of Psychological Capital among employees, suggesting room for development. This contrasts with more positive effects often observed in other industries or contexts, where Psychological Capital has been shown to have a more direct and pronounced influence on employee engagement and OCB (15).

2. Knowledge Sharing and OCB

   Podsakoff (7) and Cabrera & Cabrera (27) have highlighted the importance of a knowledge-sharing culture in fostering trust and collaboration among employees, which in turn enhances OCB. The present study confirms that knowledge sharing significantly impacts OCB at PT XYZ, particularly in the dimensions of altruism and courtesy, which align with these previous studies. Moreover, the finding that Knowledge Sharing has a more substantial impact on OCB (63.4%) compared to PsyCap suggests that PT XYZ's organizational culture may place greater emphasis on collaboration and knowledge exchange. This is consistent with Wicaksono & Suko, who observed that knowledge-sharing practices significantly enhance organizational performance and behaviors like OCB, especially in industries where continuous innovation is critical, such as the manufacturing sector.

3. The Synergistic Relationship between Psychological Capital and Knowledge Sharing

   Kim (29) identified the synergistic relationship between Psychological Capital and knowledge-sharing, noting that organizations with high Psychological Capital and a robust knowledge-sharing culture tend to experience greater organizational resilience and employee engagement. This study mirrors their findings by showing that Psychological Capital and Knowledge Sharing together have a more substantial impact on OCB at PT XYZ, suggesting that the combination of these two factors is particularly potent in driving voluntary behaviors that benefit the organization. This synergy between Psychological Capital and Knowledge Sharing as predictors of OCB is also supported by Sufya (12), who found that the combination of these factors improves employee engagement and discretionary behaviors. The results at PT XYZ suggest that fostering both Psychological Capital and knowledge-sharing practices could be even more effective than focusing on either factor in isolation.

Implications for Organizational Practices

The study's findings echo those of Avey (25), who suggests that enhancing Psychological Capital through development programs can bolster employee behaviors that go beyond formal job descriptions. Similarly, the importance of a knowledge-sharing culture, highlighted by Wang & Noe and Sufya, is reinforced in this study, which recommends the implementation of knowledge management systems and open communication to improve OCB(Sufya, 2020; Wang & Noe, 2010).

In contrast, previous research in other sectors, such as Haris and Wicaksono & Suko, showed stronger relationships between Psychological Capital and OCB, possibly due to industry-specific dynamics or more developed organizational cultures(Haris et al., 2019; Wicaksono & Suko, 2022). The textile sector's unique challenges, including labor turnover and resource constraints, might be factors influencing the strength of these relationships at PT XYZ.

Overall, while this study's findings are consistent with previous research, they also highlight specific contextual factors—such as PT XYZ's startup environment and its reliance on knowledge sharing—that may influence the strength and nature of the relationships between Psychological Capital, Knowledge Sharing, and OCB.

These findings offer several practical implications for managers and HR practitioners at PT XYZ:

- Enhancing Psychological Capital through targeted development programs can bolster employee confidence, optimism, and resilience, thereby encouraging more proactive and collaborative behaviors.
- Building a knowledge-sharing culture by implementing knowledge management systems and encouraging open communication can further strengthen OCB.
- Integrating psychological capital development with knowledge-sharing initiatives will create a more engaged and resilient workforce that is ready to contribute beyond their formal roles.

Limitations and Cautions

The study focuses solely on PT XYZ, a textile sector company, which may limit the generalizability of findings to other industries or larger organizations. Results may not be directly applicable to companies with different organizational cultures, structures, or levels of maturity.

This research adopts a cross-sectional design, collecting data at a single point in time. While it provides a snapshot of the relationships between variables, it does not capture potential changes over time or causality. A longitudinal approach would offer more profound insights into how Psychological Capital and Knowledge Sharing influence OCB over an extended period.

Data were collected using self-reported questionnaires, which can introduce common method bias and social desirability bias. Respondents may provide answers they believe are socially acceptable rather than reflecting their authentic experiences and behaviors.

The study focuses only on Psychological Capital and Knowledge Sharing as predictors of OCB. Other potential factors, such as leadership style, organizational support, and job satisfaction, which

may also influence OCB, were not included in this research. Factors unique to the startup environment, such as high job demands, fast-paced work culture, and resource constraints, may have influenced the outcomes. These aspects should be considered when interpreting the results.

Qualitative aspects of employee behavior are inherently complex and may not be fully captured through quantitative data alone. Future research could combine quantitative analysis with qualitative methods such as interviews or focus groups for a more comprehensive understanding.

Recommendations for Future Research

Future studies should include a broader sample from different industries and organizational types to improve the generalizability of the findings. Comparing startups with established companies or other sectors (e.g., finance and public sector) would provide deeper insights into how Psychological Capital and Knowledge Sharing influence OCB in diverse settings.

A longitudinal research design is recommended to capture the dynamic relationship between Psychological Capital, Knowledge Sharing, and OCB over time. This approach would help explore how these variables evolve and affect employee behavior in the long run, particularly in fast-paced startup environments.

Incorporating other potential factors that may influence OCB, such as leadership style, job satisfaction, organizational support, or employee engagement, could provide a more comprehensive understanding of OCB determinants. Mediation or moderation analysis could also reveal complex relationships between these variables.

Future research could adopt a mixed-methods approach, combining quantitative surveys with qualitative techniques such as interviews or focus group discussions. This would provide a richer and more nuanced understanding of how Psychological Capital and Knowledge Sharing shape OCB, including insights into employees' lived experiences.

Given the growing globalization of the textile sector, future research could explore cross-cultural differences in the relationship between Psychological Capital, Knowledge Sharing, and OCB. This would be particularly relevant when comparing employees in different countries or regions with diverse cultural values and organizational practices.

CONCLUSION

The Psychological Capital of employees at PT XYZ is at a moderate level, with good self-confidence in sharing information, but there are still doubts about their professional achievements. Knowledge Sharing is relatively high; however, some employees are reluctant to share personal skills when facing problems. Organizational Citizenship Behavior (OCB) is also quite good, characterized by a positive attitude toward the work environment, but participation in company activities is still inconsistent. Further efforts are needed to increase self-confidence, openness in sharing skills, and active participation among employees.

The determinant test results show that Psychological Capital contributes 47.1% to Organizational Citizenship Behavior (OCB). However, based on the t-test, Psychological Capital does not significantly affect OCB, as the significance value is more significant than 0.05. This means that although there is a relationship, changes in Psychological Capital do not directly affect employees' OCB.

The determinant test results show that Knowledge Sharing has a 63.4% effect on Organizational Citizenship Behavior (OCB). The t-test proves a significant effect with a significance value of less than 0.05, meaning that the higher the Knowledge Sharing, the higher the OCB of employees, and vice versa. Meanwhile, the determinant test results show that both Psychological Capital and Knowledge Sharing together have an influence of 62.4% on Organizational Citizenship Behavior (OCB). The F-test proves a significant effect with a significance value of less than 0.05, indicating that changes in these two variables can influence employees' OCB.

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