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**The Role of Social Capital in The Relationship between Psychological Capital
and Leader Member Exchange on Organizational Citizenship Behavior**

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ABSTRACT

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This study aims to determine the mediating effect of social capital variables on psychological capital and leader member exchange on organizational citizenship behavior with a study on employees of PT Pos Indonesia (PERSERO). The sample of this research is all employees of PT Pos Indonesia (Persero) Semarang 16 at Office Ungaran Area who have a working period of more than one year. The analysis technique uses 3 statistical analysis with regression testing, validity testing, reliability testing, determination and hypothesis testing. The results of this study that psychological capital and LMX have a significant effect on OCB. 1 The results of this study that psychological capital, LMX and social capital have a 7 significant effect on OCB. Isocial capital mediates the effect of imodal psychology on Organizational Citizenship Behavior. Isocial capital mediates the effect of Leader-member exchange on Organizational Citizenship Behavior

**Keywords: Psychological Capital, Leader Member Exchange, Social
Organizational Citizenship Behavior**

INTRODUCTION

Humans in organizations have roles as actors, determinants, and planners in achieving company goals as well as determining the failure or success of the company (Hasibuan, 2005). The success of an organization to achieve its goals is not only determined by the number or quantity of employees of a company, but also from the psychological capital of employees and the change of leaders or members which is also called the leader-member exchange (LMX) in the company or organization.

The relationship between psychological capital and OCB is simply explained by Sufya (2015) that there is a significant influence between self-efficacy, hope, and optimism on OCB. Employees who have high self-efficacy have better OCB. In addition, employees who have full expectations will be more motivated and show performance that exceeds the company's minimum standards. If employees have high confidence, employees will be able to enjoy and take lessons from things in the world of work.

The relationship of Leader Member Exchange (LMX) to OCB is simply explained by Measy, et al. (2020) in his research. The results of the study concluded that there was a significant effect of professional respect, contribution, and affect on organizational citizenship behavior. Professional respect and affect occur because of direct interaction with superiors through an attitude of care and concern by way of superiors paying attention and observing their subordinates directly. This can increase the respect of the subordinates so that they will work

with all their heart. Meanwhile, contribution is measured in explicit and implicit effort and investment between superiors and subordinates. This makes contribution as a determining factor for employees to achieve the high criteria of OCB.

Knowing the importance of psychological capital and LMX on employee OCB, it is necessary to increase OCB through social capital which functions as a social glue that keeps the members of a company together. Social capital that is carried out will give birth to a sense of mutual trust, mutual openness, mutual concern for each other, as well as mutual giving and receiving without any strings attached.

The researcher chose PT Pos Indonesia (Persero) precisely at the Semarang Post Office in the Ungaran Area as a place of research. Based on field observations, researchers found several phenomena that some employees often steal break time by eating or playing cellphones during working hours. In addition, some employees often feel annoyed when asked to work overtime to replace other employees who are unable to attend. Sometimes, they complain about the condition of the office where they have to share a room with other division members.

Suryana (2014) argues that if employees in a company have low OCB behavior, then this reflects a low level of compliance with applicable rules, is happy to drop other employees in front of the leadership, is not willing to help colleagues who are unable to attend, as well as increasing inconvenience factor among employees.

From the research results along

with the phenomena obtained, the researcher intends to examine the OCB behavior of employees with social capital variables and LMX as independent variables mediated by employees' social capital variables. So that researchers are interested in conducting research with the title, "The Effect of Psychological Capital and Leader Member Exchange on Employee Organizational Citizenship Behavior through Social Capital (Study on Employees at PT Pos Indonesia (Persero) Semarang Post Office (Ungaran Area))"

The purpose of this study was to determine the effect of psychological capital on employee OCB, the influence of leader-member exchange on employee OCB, the effect of psychological capital on social capital, the influence of leader-member exchange on social capital, and the influence of social capital on employee OCB.

LITERATURE REVIEW

1. Psychological Capital

Psychological capital is defined as the psychological aspect of a person who has a relationship with a sense of happiness and skills in manipulating, controlling, and having an impact on the environment in accordance with the wishes and abilities of employees which are characterized by self-efficacy, optimism, hope, and resilience (Bakker & Demerouti, 2008).

According to Pryce-Jones (2010), psychological capital includes mental resources that are built up by individuals when things are going well and covered when

things are not going well.

2. Leader-member exchange

Setiadi (2007), Leader-Member Exchange (LMX) is the quality of interpersonal exchange relationships between leaders and their members.

Northouse (2013), Leader-Member Exchange (LMX) is a different approach to leadership by focusing on the special relationship that leaders make with each of their employees. Dienesch and Linden (in Prasetyawati, 2008) state that LMX has four basic dimensions, namely: Affect, Loyalty, Contribution, and Professional Respect.

3. Social Capital

Social capital is something that leads to the institutional dimension, the relationships that are made, and the norms that make the quality and quantity of social relations in society, World Bank (1999).

Schaft and Brown (2002) define social capital as norms and networks that can facilitate social interactions and transactions so that all problems can be carried out easily. According to Nahapiet and Ghosal (1998), there are three dimensions of social capital, namely: Structural Dimensions, Cognitive Dimensions, and Relational Dimensions.

4. Organizational Citizenship Behavior

OCB is defined as the behavior of a person who is free, indirectly receives formal rewards, and which encourages the effective functioning of an organization, Organ, et al (2006). Titisari (2014); Octafian & Nugraheni

(2021) also mentions that this behavior describes the added value of workers which is a form of social behavior, namely social behavior, constructive, and meaningful to help. According to Organ et al. (2006), there are four dimensions in OCB, namely helping behavior, civic virtue, conscientiousness, sportsmanship

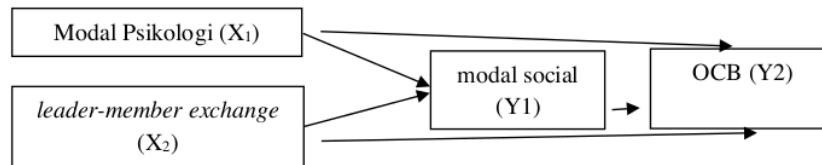


Figure 1. Research Model Paradigm

Research Hypothesis

The hypothesis is a logically suspected relationship between two or more variables expressed in the form of a statement that can be tried or tested (Sekaran, 2006).

The formulation of the proposed hypothesis is as follows:

- H1: Psychological capital has a positive effect on social capital
- H2: LMX has a positive effect on social capital
- H3 : Psychological capital has a positive effect on employee OCB
- H4 : LMX has a positive effect on employee OCB
- H5 : Social capital has a positive effect on employee OCB

RESEARCH METHODS

1. Population

The population in this study were all employees of PT Pos Indonesia (Persero) Semarang Post Office, Ungaran Area, totaling 221 people.

2. Sample

The sampling technique or sampling technique in this study

5. Research Model

This research model tries to examine the effect of psychological capital and leader-member exchange (LMX) on organizational citizenship behavior (OCB) with social capital as a mediation.

In this study, the research model is made as follows:

was carried out using purposive sampling where the researcher chose a sample based on an assessment of several characteristics that were adapted to the researcher's goals (Kuncoro, 2003).

The sample of this research is all employees of PT Pos Indonesia (Persero) Semarang Post Office Ungaran Area who have a working period of more than one year totaling 170 people.

3. Research Design

The design used in this study is a survey research which aims to collect fairly limited data from a number of cases that are quite large in number (Sevilla, 1993).

4. Data Analysis Techniques

In analyzing the data used instrument test, regression, coefficient of determination and hypothesis testing.

a. Instrument Test

In this test, validity and reliability tests are used.

2) Validity Test.

Validity test is used to measure the validity or invalidity of a questionnaire. The criteria used in testing the validity are:

- Kaiser Meyer Oikin Measure of Sampling Adequacy (KMO MSA) value > 0.50 , then factor analysis can be done
- If the Factor Loading value is > 0.55 , then the indicators used in the variables are declared valid.

2) Reliability Test

Reliability test is a test conducted to determine the extent to which a measurement tool can be trusted, aligned and or reliable (Sekaran, 2000).

According to Hair et al., (1998), the Cronbach Alpha value can be interpreted as reliable if the value is > 0.60 .

b. Uji Statistik

1) Linear Regression

This analysis is used to find the regression equation or the influence between psychological capital (X1), leader-member exchange (X2), organizational citizenship behavior (Y2), and social capital (Y1).

2) Coefficient of Determination

The coefficient of determination (R^2) basically measures how far the model's capability in explaining the

variation of the dependent variable (Kuncoro, 2013).

3) Hypothesis Test

In this study, the t-test (partial), the F-test (simultaneous) and the mediating effect test were used.

RESEARCH RESULT

1. Instrument Test Results

- From the test results, all questionnaire items on psychological capital variables have a KMO value (0.920) > 0.50 and a factor loading value > 0.40 , thus the instrument is valid.
- From the test results, all questionnaire items on the leader-member exchange (lmx) variable have a KMO value (0.898) > 0.50 and a factor loading value > 0.40 , thus the instrument is valid.
- From the test results, all questionnaire items on the organizational citizenship behavior (OCB) variable have a KMO value (0.735) > 0.50 and a factor loading value > 0.40 , thus the instrument is valid.
- From the test results, all questionnaire items on the social capital variable have a KMO value (0.758) > 0.50 and a factor loading value > 0.40 , thus the instrument is valid.
- From the results of reliability testing, the following results were obtained:

Tabel 1. Reliability Test Results

Variabel	Cronbach's Alpha	Alpha Critical Standard	Informations
Psychological Capital (X1)	0,911	0,60	Reliabel
Leader-Member Exchange (X2)	0,920	0,60	Reliabel
Social Capital (Y1)	0,787	0,60	Reliabel
Organizational Citizenship Behavior (Y2)	0,811	0,60	Reliabel

Based on the results of the above examination, the overall variables of Psychological Capital (X1), Leader-Member Exchange (X2), Social Capital (Y1) and Organizational Citizenship Behavior (Y2) obtained a Cronbach alpha value greater than 0.60. Thus it is declared reliable.

Quantitative Analysis

This analysis is intended to

Tabel 2. Model 1 and 2 Test Results

Regression Model	Model Test			Model t		Informations
	Adj R Square	F Hitung	Sig.	β	Sig	
Model I: $Y1 = a + 0,326X1 + 0,173X2 + \epsilon1$	0,339	44.298	0,000			
Psychological capital has a positive effect on social capital				0,326	0,000	H1 is accepted, positive and significant
LMX has a positive effect on social capital				0,173	0,000	H2 is accepted, positive and significant
Model II: $Y2 = a + 0,240X1 + 0,091X2 + 0,144Y1 + 2$	0,342	30.264	0,000			
Psychological capital has a positive effect on employee OCB				0,240	0,000	H3 is accepted, positive and significant
LMX has a positive effect on employee OCB				0,091	0,017	H4 is accepted, positive and significant
Social capital has a positive effect on employee OCB				0,144	0,032	H5 is accepted, positive and significant

Based on the results of multiple linear regression analysis for the first model, the following regression equation is obtained:

$$\text{Model I: } Y1 = a + 0.326X1 + 0.173X2 + 1.$$

From these equations it is explained as follows:

1) The regression coefficient of

determine the effect of the independent variable on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

the psychological capital variable (X1) 0.326 (positive value), this means that the psychological capital variable has a positive influence on employee social capital. This implies a relationship between social capital and better health conditions of individuals and

society, higher optimism, increased involvement in positive hygiene behaviors, increased resilience to adversity and decreased mental disorders.

- 2) The regression coefficient for the LMX variable (X2) is 0.173 (positive value), this means that the LMX variable has a positive influence on social capital. The higher the value of the LMX component owned, the more influential it will be on employee social capital.

For the second model, the following equation is obtained:

$$\text{Model II: } Y_2 = a + 0.240X_1 + 0.091X_2 + 0.144Y_1 + 2$$

From the above equation, it can be explained that:

- 3) The regression coefficient of the psychological capital variable (X1) is 0.240 (positive value), this means that the psychological capital variable has a positive influence on OCB. The higher the value of the psychological capital component, the higher the OCB.
- 4) The regression coefficient for the LMX variable (X2) is 0.091 (positive value), this means that the LMX variable has a positive influence on OCB. When there is high-quality interaction between superiors and subordinates, the superior's view of subordinates will be positive.
- 5) The regression coefficient of the social capital variable (Y1) is 0.144 (positive value), this means that the social capital variable has a positive influence on OCB. This social capital can

encourage the emergence of an OCB attitude if each management can create a good quality relationship between each management without being limited by the position structure.

Coefficient of Determination Analysis

The adjusted R² value of 0.339 means that the magnitude of the influence of the psychological capital variable (X1) and the LMX variable (X2) on social capital (Y1) is 33.9% while the remaining 66.1% is influenced by other variables not included in the study.

The adjusted R² value of 0.342 means that the magnitude of the influence of the psychological capital variable (X1), LMX variable (X2) and social capital (Y1) on OCB (Y2) is 34.2% while the remaining 65.8% is influenced by other variables not included in study

Hypothesis testing

Partial hypothesis test (t test) hypothesis testing with t test is used to find out which partial hypothesis is accepted.

The test results are as follows:

a. The test is carried out using the results of the t test. The calculation results show that the regression coefficient value of the psychological capital variable has a t-count value of 8.481 which is positive with a statistical significance value of 0.000 < 0.1. This means that there is a positive influence of psychological capital variables on social capital at the Semarang Post Office in Ungaran Area. This means that the first

- hypothesis is accepted.
- b. The test is carried out using the results of the t test. The calculation results show that the regression coefficient value of the LMX variable has a t -count value of 4.124 which is positive with a statistical significance value of $0.000 < 0.1$. This means that there is a positive effect of the LMX variable on social capital at the POS Semarang Ungaran Area. This means that the second hypothesis is accepted.
- c. The calculation results show that the regression coefficient value of the psychological capital variable has a t -count value of 6.100 which is positive with a statistical significance value of $0.000 < 0.1$. This means that there is a positive influence of psychological capital variables on OCB at the POS Semarang Ungaran Area. This means that the third hypothesis is accepted.
- d. The calculation results show that the value of the regression coefficient variabel LMX memiliki nilai t hitung 2,403 yang bernilai positif dengan nilai signifikansi t hitung $0,017 < 0,1$. This means that there is a positive effect of the LMX variable on OCB at the POS Semarang Ungaran Area. This means that the fourth hypothesis is accepted.

The result of further calculations show that the regression coefficient value of the social capital variable has a t -count value of 2.169 which is positive with a statistical significance value of $0.032 < 0.1$. This means that there is a positive influence of social capital variables on OCB at the POS Semarang

Ungaran Area. This means that the fifth hypothesis is accepted.

Simultaneous Hypothesis Testing (F Test)

In the first model, the calculated significance value is 0.000, which means the calculated significance value is < 0.1 , then the independent variables simultaneously or jointly have a significant effect on the dependent variable or the psychological capital variable and LMX jointly affects social capital.

In the second model, the calculated significance value is 0.000 so it can be explained that the arithmetic significance value < 0.1 means that the independent variables simultaneously or jointly have a significant effect on the dependent variable or product diversity variables, LMX and social capital together have an effect on OCB

Mediation Effect Test

The results of the Sobel test for the relationship of psychological capital variables to Organizational Citizenship Behavior mediated by social capital and the relationship of leader-member exchange variable to Organizational Citizenship Behavior mediated by social capital, because they both have a Z value greater than 1.96 and a significance level at below 0.05.

DISCUSSION OF RESEARCH RESULTS

1. Effect of Psychological Capital (X1) on Social Capital (Y1)

The first hypothesis is accepted, psychological capital has a positive effect on the social capital of the POS Semarang Ungaran Area.

8 This implies a relationship between social capital and better health conditions of individuals and society, higher optimism, increased involvement in positive hygiene behaviors, increased resilience to adversity and decreased mental disorders. In addition, people with higher psychological capital are better able to engage in intellectualraksi kelompok dan partisipasi sosial..

2. Effect of LMX (X2) on Social Capital (Y1)

The 1 second hypothesis is accepted, there is a positive effect of the LMX variable on social capital at the POS Semarang Ungaran Area.

Conceptually, LMX is described as an exchange of ways or processes that make it look like a leadership model. A high LMX relationship is characterized by friendship, loyalty, professional respect and contribution, whereas a low LMX relationship is characterized by a lack of friendship, loyalty, professional respect and presence.

3. Effect of Psychological Capital (X1) on OCB (Y2)

Based on the results of research, psychological capital has an effect on OCB at the POS Semarang Ungaran Area.

The higher the psychological capital the higher the OCB, the lower the psychological capital the lower the employee's OCB. Self-efficacy and expectations are some of the dimensions that most influence OCB behavior described through research.

4. Effect of LMX (X2) on OCB (Y2)

This means that there is a

positive effect of the LMX variable on OCB at the POS Semarang Ungaran Area, so the fourth hypothesis is accepted.

When there is high-quality interaction between superiors and subordinates, the superior's view of subordinates will be positive. This can increase self-confidence, subordinates feel if their superiors support and motivate them, and subordinates will feel more respect for their superiors and they will do work exceeding company expectations.

5. Effect of Social Capital (Y1)

This means that there is a positive influence of social capital variables on OCB at the POS Semarang Ungaran Area so that the hypothesis is accepted.

This social capital can encourage the emergence of an OCB attitude if each management can create a good quality relationship between each management without being limited by the position structure.

CONCLUSIONS AND SUGGESTIONS

Conclusion

- Psychological capital has a positive effect on social capital.
- Leader-member exchange has a positive effect on social capital.
- Psychological capital has a positive effect on Organizational Citizenship Behavior.
- Leader-member exchange has a positive effect on Organizational Citizenship Behavior.
- Social capital has a positive effect on Organizational Citizenship Behavior.
- Social capital mediates the effect of

psychological capital on
Organizational Citizenship
Behavior.

- g. Social capital mediates the influence of Leader-member exchange on Organizational Citizenship Behavior.

Suggestion

- a. In connection with the low value of one of the indicators on the psychological capital variable, namely the giving of bonuses is very motivating for someone, it is recommended that the management of the Semarang Post Office in the Ungaran Area start giving bonuses to their employees in order to further improve their abilities and as motivation for the employees themselves or others.
- b. In connection with the low value of the two indicators on the leader-member exchange variable, namely in decision-making the leader always involves its members and each individual obeys the existing regulations, it is advisable to pay attention to what the opinions of employees are so that it can become one vision and one goal, to In compliance with regulations, management is expected to provide some kind of reward so that other employees are more motivated.
- c. In connection with the low value of one of the indicators on the social capital variable with a statement that I always use non-formal language in daily casual discussions (chats) with my colleagues, it is recommended that the management of the Semarang Post Office in the Ungaran Area start paying attention to the style

of language used by its employees so as not to get carried away when serving consumers or customers.

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