

## Resilience as a Driver of Organizational Citizenship Behavior: An Empirical Study

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### ABSTRACT

*This research focuses on the importance of resilience in the context of Organizational Citizenship Behavior (OCB), which is increasingly relevant in today's high-pressure work environments. The aim of this study is to examine the relationship between individual resilience and organizational citizenship behavior, as well as to explore the factors influencing these variables. This study employs a quantitative research method using a survey design, involving 115 respondents Belawan Type A Class I Navigation District. Data were collected using Likert scales to measure resilience and OCB, which were previously validated. The results reveal a significant positive relationship between resilience and organizational citizenship behavior. The findings suggest that individuals with higher resilience are more likely to engage in proactive behaviors, such as helping coworkers, showing initiative, and actively participating in organizational life. The implications of this research indicate that organizations should develop resilience training programs to enhance employee engagement, improve organizational culture, and boost overall performance.*

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### BACKGROUND

The contemporary business world operates in a landscape described as volatile, uncertain, complex, and ambiguous (VUCA). Disruptive change, increasingly fierce global competition, economic crises, rapid technological advancement, and geopolitical instability have created a stressful and turbulent organizational environment (Youssef & Luthans, 2023). In this context, organizational sustainability and competitive advantage no longer depend solely on technological or financial capital but fundamentally rely on the capacity of their human resources to adapt, endure, and even thrive amidst challenges (Nadeem dkk., 2019). The pressure generated by the VUCA environment directly impacts individuals within organizations. Employees often face high work demands, role ambiguity, rapid restructuring, fear of obsolescence, and excessive workloads. If not managed properly, this chronic stress can lead to emotional

exhaustion, decreased work engagement, declining performance, and high employee turnover rates. Therefore, organizations that wish to be resilient require individuals who are also resilient, meaning those capable of facing this adversity without experiencing prolonged dysfunction (Pu dkk., 2025).

The concept of resilience, or psychological fortitude, has emerged as a critical construct in positive psychology and organizational behavior (Anggraini dkk., 2024). Resilience is not understood as a static personality trait but rather as a dynamic process of an individual's capacity to successfully adapt to, cope with, and recover from difficulties, failures, or even significant trauma. In the work context, employee resilience refers to the ability to maintain psychological and functional well-being and continue performing effectively when facing work-related stressors and setbacks (Novadiana dkk., 2024). Resilience is not merely passive endurance but



encompasses a set of active cognitive, emotional, and behavioral abilities. Resilient individuals are characterized by their ability in emotional regulation, realistic optimism, strong self-efficacy, adaptive problem-solving skills, and the ability to derive meaning from difficult experiences. They view challenges as opportunities to learn and grow, not as paralyzing threats. It is this capacity that is suspected to be the foundation for a positive response to work pressure (Julianti & Dewayani, 2015).

On the other hand, the success of modern organizations is no longer sufficient by relying solely on employees' in-role task performance, which is technical and measurable (Theodora & Ratnaningsih, 2020). Organizations need more than just the execution of formal work; they require extra "citizenship" behavior that is voluntary, not contractually mandated, but collectively enhances the effective functioning of the organization. This behavior is known as Organizational Citizenship Behavior (OCB) (Putra dkk., 2022). Organizational Citizenship Behavior (OCB) is defined as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate enhances organizational effectiveness. OCB acts as a "social lubricant" that facilitates organizational operations by reducing friction, improving coordination, and creating a positive work climate. This behavior goes beyond minimal compliance with job descriptions and reflects a commitment to the collective well-being of the organization (Ramadhan dkk., 2025).

The manifestations of OCB are highly diverse, often categorized into dimensions such as altruism (helping specific coworkers), conscientiousness (general compliance with rules), sportsmanship (tolerance of workplace inconveniences without complaint), courtesy (considering the impact of one's actions on others), and civic virtue (active participation in organizational life) (Muchtadin, 2023). The cumulative impact of OCB has been empirically linked to increased productivity, efficiency, employee retention, customer satisfaction, and organizational financial performance. Although the importance of OCB is well-established in the literature, a fundamental and continually relevant question remains: what factors drive employees to consistently engage in this extra-role behavior (Mendiratta & Srivastava, 2021). Previous research has extensively explored the role of job satisfaction, organizational commitment, procedural justice, transformational leadership, and organizational support. However, there remains significant unexplored territory concerning the internal psychological resources of individuals, particularly in the context of a high-pressure work environment (Lee & Gong, 2024).

This is where the potential for a strong relationship between resilience and OCB lies. The theoretical argument is that employees with high levels of resilience have more psychological resources to allocate. According to Hobfoll's Conservation of Resources (COR) theory, individuals strive to obtain, retain, and protect resources they value (Tabche dkk., 2022). Stress occurs when resources are threatened or lost. Resilient employees are more effective in managing and

recovering their resources (Malik, 2024). With larger reserves of psychological resources and faster recovery abilities, resilient employees are hypothesized to be less prone to burnout or cynicism. They, therefore, have a "surplus" of resources that can be used for prosocial and helping actions, which are at the core of OCB. Helping colleagues or taking on additional tasks requires cognitive and emotional energy; this energy is more readily available to individuals who can effectively manage their primary work demands (N. Boakye dkk., 2022).

Furthermore, resilience is often associated with a prosocial mindset and collective orientation. The process of successfully coping with adversity can strengthen feelings of competence, self-efficacy, and connectedness with others (N. Boakye dkk., 2022). Employees who feel competent and supported tend to reciprocate by making positive contributions to their social environment, a phenomenon consistent with social exchange theory. Thus, resilience can facilitate perceptions of organizational support and encourage reciprocity in the form of OCB. From the perspective of Bandura's Social Learning Theory, resilience can also act as a capacity that enables individuals to engage in observational and imitative behavior. A resilient employee, being less burdened by stress, is more able to notice the needs around them and emulate citizenship behavior from peers or leaders (Paul dkk., 2019). They are also more likely to become positive role models for others, thereby creating a virtuous cycle of citizenship behavior within the team. Although the logic linking resilience and OCB is conceptually strong, the body of empirical research directly testing this relationship, particularly in the Indonesian context, remains limited and shows inconclusive results. Some studies find a significant positive correlation, while others show a weak relationship or one mediated by other variables such as work engagement or satisfaction. This gap indicates the need for a deeper and more contextual investigation (Faiza & Suhardi, 2022).

The socio-cultural context of Indonesia, which emphasizes familial values, friendliness, and social harmony, provides a unique and relevant backdrop for testing this relationship (Tabche dkk., 2022). These collectivist values can strengthen norms for engaging in helping behavior, which is a main dimension of OCB. The question is whether individual resilience functions as an equally strong driver for OCB in a collectivist culture like Indonesia, where the pressure for conformity and helping may already be high (Faiza & Suhardi, 2022). Furthermore, most previous studies on resilience and OCB tend to be correlational and cross-sectional, limiting the ability to infer causality. Does resilience indeed drive OCB, or does engagement in OCB subsequently build resilience through increased feelings of competence and social integration? Longitudinal and experimental studies are needed, but as an initial step, a well-designed empirical study with valid measurement tools can provide valuable preliminary evidence (A. Boakye dkk., 2022).

This research also needs to consider the potential role of moderator variables. For example, leader support or a

fair work climate might strengthen the relationship between resilience and OCB by creating a safe environment for resilient individuals to allocate their extra resources to helping behavior (A. Boakye dkk., 2022). Conversely, in a toxic or highly competitive work environment, this relationship could weaken because individuals' psychological resources are depleted for more self-centered survival strategies. From a management practice perspective, investigating this relationship has substantive implications (Ramadhan dkk., 2025). If resilience proves to be a significant driver of OCB, then organizations have a strong rationale for investing in resilience development programs, training, and recruitment that prioritizes this characteristic. Such interventions could be a proactive strategy for building a workforce that is not only resilient but also actively contributes to the organization's social capital (Demerouti dkk., 2015).

Social capital, which consists of networks, trust, and norms of reciprocity within an organization, is the cumulative result of behaviors like OCB. Thus, promoting resilience can be seen as an indirect investment in building and maintaining social capital, which is a strategic asset difficult for organizations to imitate. This places human resource management in a more strategic position for creating sustainable advantage (Li & Chen, 2018). This research departs from the assumption that in today's knowledge economy, where creativity, collaboration, and innovation are key, the discretionary contributions of employees (OCB) become increasingly critical. Innovation often arises from informal interactions, voluntary knowledge sharing, and a willingness to help beyond role boundaries. Therefore, understanding the psychological factors underlying this willingness, such as resilience, is urgent (Chandra, 2021). Methodological challenges in measuring both constructs also warrant attention. Resilience, as a multidimensional construct, requires measurement tools that capture both its process aspects and its capacity aspects. Similarly, OCB has diverse dimensions that may not respond uniformly to resilience. It is possible that resilience more strongly predicts certain OCB dimensions (Bujacz dkk., 2017).

This study also has the potential to contribute to Conservation of Resources (COR) theory by providing empirical evidence on how an individual's internal resources (resilience) facilitate the investment of resources into behaviors beneficial to the organization (OCB), which in turn can generate more resources for the individual (Zhang & Bartol, 2010). This illustrates a positive resource gain cycle. From an exchange theory perspective, resilience can influence how employees perceive the organization. Resilient employees may be more likely to perceive work challenges as normal and not as organizational failure, so they still feel the need to reciprocate the organization's "goodness" with OCB, even under difficult conditions (Nabil dkk., 2019). They may have a more positive and adaptive psychological contract. At the macro level, research on this relationship is relevant to the national resilience

development agenda. Building resilient organizations through resilient and prosocial individuals contributes to the nation's economic and social resilience in facing global shocks. Therefore, findings from such research have broader resonance beyond the scope of organizational management (Anggraini dkk., 2024).

Based on the above exposition, it is clear that there is a solid theoretical foundation and a pressing practical need to empirically investigate the relationship between resilience and Organizational Citizenship Behavior. However, gaps in the literature, especially those considering the Indonesian context and robust research designs, still need to be filled (Filsafati & Ratnaningsih, 2017). This research is designed to address that gap by testing the main hypothesis that there is a significant positive relationship between employee resilience and their Organizational Citizenship Behavior. This study will adopt a quantitative approach with a survey to collect data from a sample of employees across various industry sectors in Indonesia (Fiftyana & Sawitri, 2020). The measurement of resilience will use a scale that has been validated and adapted to the Indonesian context, capturing aspects such as tenacity, strength, and optimism. Meanwhile, OCB will be measured using a multidimensional instrument widely used in international research, with minor modifications to ensure cultural relevance (Kusuma dkk., 2013). This is to ensure that the observed relationship is pure and robust (Novadiana dkk., 2024). Theoretically, this research is expected to enrich the literature of positive psychology and organizational behavior by providing direct empirical evidence on the role of internal psychological resources in promoting prosocial behavior in the workplace (Malik, 2024). These findings can integrate insights from COR theory, social exchange theory, and positive psychology into a coherent framework. Practically, the results of this research are expected to provide valuable input for human resource practitioners, organizational coaches, and company leaders (Putri, 2022). This input could include recommendations for the design of recruitment programs, leadership development, wellness programs, and organizational culture development interventions aimed at building resilience while fostering organizational citizenship.

## METHOD

This research is a quantitative study focused on two main variables: Resilience as the independent variable and Organizational Citizenship Behavior (OCB) as the dependent variable. The research population consists of 170 employees, with a sample of 115 employees selected using purposive sampling based on Isaac and Michael's table, with a margin of error of 5% and a confidence level of 95%. The sample was chosen based on specific criteria, such as permanent employees with at least one year of service and aged between 20–60 years, ensuring that the data obtained is relevant to the research objectives.

Data collection was carried out using instruments in the form of Likert scales, consisting of two types of scales: the OCB scale and the Resilience scale. The OCB scale was developed based on the theory of Organ et al., which includes five main dimensions: Altruism, Conscientiousness, Civic Virtue, Sportsmanship, and Courtesy, with a total of 40 statement items divided into favorable and unfavorable. Meanwhile, the Resilience scale was developed based on the theory of Connor and Davidson, containing three dimensions: Persistence, Strength, and Optimism, with a total of 42 statement items. Before being used, both scales were tested for validity and reliability to ensure that the instruments could accurately and consistently measure the variables.

The results of the reliability analysis indicate that both scales have very high internal consistency and are appropriate for use as research data collection instruments. The first scale, after undergoing validity testing and the removal of invalid items, was examined using the Cronbach's

Alpha method and produced a reliability coefficient of 0.956, indicating excellent reliability. Meanwhile, the Resilience scale was also tested using the same method and obtained a Cronbach's Alpha coefficient of 0.972, which reflects a very high level of reliability.

After the instruments were validated and found to be reliable, the next step was to perform assumption testing, including normality and linearity tests, to assess the suitability of the data for further analysis. The normality test was used to determine whether the data followed a normal distribution, while the linearity test ensured a linear relationship between the independent and dependent variables. Data that met the assumptions were then analyzed using the Pearson Product Moment Correlation technique, which is used to measure the relationship between two variables with interval or ratio scales. All analysis processes were conducted using IBM SPSS Statistics 22 software.

**RESULT OF RESEARCH**  
**Table 1. Characteristic of Responden**

Respondent Characteristics	Category	Frequency (n)	Percentage (%)
<b>Gender</b>	Male	67	58.77
	Female	47	41.23
	<b>Total</b>	<b>114</b>	<b>100</b>
<b>Age</b>	20–30 years	33	28.95
	41–50 years	25	21.93
	> 50 years	10	8.77
	<b>Total</b>	<b>114</b>	<b>100</b>
<b>Length of Service</b>	1–5 years	38	33.33
	6–10 years	43	37.72
	> 10 years	33	28.95
	<b>Total</b>	<b>114</b>	<b>100</b>

The majority of respondents were male (58.77%). Most participants were in the 31–40 years age group (40.35%), indicating that the sample was dominated by individuals in their productive working age. In terms of length of service,

most respondents had worked for 6–10 years (37.72%), suggesting that the majority possessed moderate work experience within the organization.

**Table 2. Descriptive Test**

No.	Guidelines	Score	Category	Frequency	Percentage
1	$X < (\mu - 1\sigma)$	$X < 70$	Low	0	0%
2	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$70 \leq X < 105$	Middle	30	26.09%
3	$X \geq (\mu + 1\sigma)$	$X \geq 105$	High	85	73.91%
<b>Total</b>				<b>115</b>	<b>100%</b>

The table compares the empirical and hypothetical data for Organizational Citizenship Behavior (Y) and Resilience (X). For Organizational Citizenship Behavior, the empirical data shows a minimum value of 83, a maximum of 136, and a mean of 113.40 with a standard deviation (SD) of

10.503, while the hypothetical data has a minimum of 35, a maximum of 140, and a mean of 87.5, with an SD of 17.5. For Resilience, the empirical data indicates a minimum value of 102, a maximum of 154, and a mean of 129.43 with an SD of 12.407, compared to the hypothetical data, which shows a

minimum of 40, a maximum of 160, and a mean of 100, with an SD of 20. This comparison highlights the differences between the observed and expected values for both

variables, offering insights into their distribution and variability.

**Tabel 3. Categories of Organizational Citizenship Behavior**

Variable	SD	KS-Z	Sig.	P	Information
Organizational Citizenship Behavior (Y)	10.503	0.074	0.082	P > 0.05	Normal
Resiliensi (X)	4.573	0.058	0.100	P > 0.05	Normal

The table provides a categorization of scores based on specific guidelines for Organizational Citizenship Behavior (OCB). It divides the scores into three categories: Low, Middle, and High. The Low category consists of scores below 70, with no individuals in this group. The Middle category

includes scores between 70 and 105, representing 26.09% of the sample, while the High category includes scores of 105 and above, accounting for the majority of the sample at 73.91%. In total, the table summarizes the distribution of scores for 115 individuals, representing 100% of the data.

**Table 4. Stress Resilience**

No.	Guidelines	Score	Category	Frequency	Percentage
1	$X < (\mu - 1\sigma)$	$X < 80$	Low	0	0%
2	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$80 \leq X < 120$	Middle	29	25.22%
3	$X \geq (\mu + 1\sigma)$	$X \geq 120$	High	86	74.78%
<b>Total</b>				<b>115</b>	<b>100%</b>

The table outlines the categorization of scores based on specific guidelines for Organizational Citizenship Behavior (OCB). The scores are divided into three categories: Low, Middle, and High. The Low category represents scores below 80, with no individuals in this group. The Middle category

includes scores between 80 and 120, with 29 individuals (25.22%) falling into this range. The High category includes scores of 120 and above, with 86 individuals (74.78%) in this group. In total, the table accounts for 115 individuals, representing 100% of the sample.

**Table 5. Normality Test Results**

Variable	Empirical			SD	Hypothetical			SD
	Min	Max	Mean		Min	Max	Mean	
Organizational Citizenship Behavior	83	136	113.40	10.503	35	140	87.5	17.5
Resiliensi	102	154	129.43	12.407	40	160	100	20

The table presents the results of the normality test for two variables: Organizational Citizenship Behavior (Y) and Resilience (X). For Organizational Citizenship Behavior, the standard deviation (SD) is 10.503, the Kolmogorov-Smirnov Z value (KS-Z) is 0.074, and the significance (Sig.) value is 0.082, which is greater than 0.05, indicating that the data for

Organizational Citizenship Behavior is normally distributed. Similarly, for Resilience, the SD is 4.573, the KS-Z value is 0.058, and the Sig. value is 0.100, which is also greater than 0.05, suggesting that the Resilience data is normally distributed as well.

**Table 6. Linearity Test**

Variabel	F	Sig	Information
Organizational Citizenship Behavior (Y)	74.154	0.000	Linear
Resiliensi (X)			

The table presents the results of the linearity test for Organizational Citizenship Behavior (Y) and Resilience (X). The F value is 74.154, and the significance (Sig.) value is 0.000, which is well below the 0.05 threshold. This indicates that the

relationship between Organizational Citizenship Behavior and Resilience is statistically significant and linear. Therefore, the data suggests a linear relationship between the two variables.

**Table 7. Correlation Test**

Variable	Pearson Correlation	R Table	Sig
Organizational Citizenship Behavior - Resiliensi	0.596	0.596	0,000

The table presents the Pearson correlation between Organizational Citizenship Behavior (Y) and Resilience (X), which is 0.596. This value indicates a moderate positive correlation between the two variables. The R Table value is also 0.596, representing the critical value for the correlation at a 95% confidence level. The significance (Sig.) value is

0.000, which is below the 0.05 threshold, confirming that the correlation is statistically significant. Therefore, the result suggests that higher levels of Resilience are moderately associated with higher levels of Organizational Citizenship Behavior.

**Table 8. Results of Partial Correlation Analysis with Altruism Aspects (Y1)**

Aspects	r Count	r Table	P	Remarks
Perseverance (X1)	-0.503	0.235	0.398	Significant
Strength (X2)	0.407	0.235	0.086	Significant
Optimism (X3)	-0.237	0.235	0.048	Insignificant

Based on the results of the partial correlation analysis presented in Table 7, the altruism aspects show varying relationships with the examined variables. The aspect of Perseverance (X1) demonstrates a negative correlation coefficient of -0.503, which exceeds the r table value of 0.235, indicating a meaningful relationship. The Strength (X2) aspect shows a positive correlation of 0.407, also greater than the r table value, suggesting a moderate association.

Meanwhile, Optimism (X3) has a negative correlation coefficient of -0.237, which is close to the r table value, with a significance level of 0.048, indicating a weaker and statistically insignificant relationship. Overall, these findings suggest that not all altruism aspects contribute equally, with Perseverance and Strength showing stronger associations compared to Optimism.

**Table 9. Results of Partial Correlation Analysis with Conscientiousness Aspects (Y2)**

Aspects	R Count	r Table	P	Remarks
Perseverance (X1)	0.959	0.235	0.000	Significant
Strength (X2)	-0.234	0.235	0.052	Insignificant
Optimism (X3)	-0.176	0.235	0.145	Significant

The conscientiousness aspects demonstrate different patterns of association with the examined variables. Perseverance (X1) shows a very strong positive correlation ( $r = 0.959$ ), exceeding the r table value of 0.235, with a significance level of 0.000, indicating a statistically significant relationship. In contrast, Strength (X2) exhibits a weak negative correlation ( $r = -0.234$ ) that does not exceed the r table value, with a significance level of 0.052, suggesting

a statistically insignificant relationship. Similarly, Optimism (X3) shows a weak negative correlation ( $r = -0.176$ ), with a significance level of 0.145, indicating no statistically significant relationship. Overall, these findings suggest that among the examined aspects, Perseverance plays a dominant role in its association with conscientiousness, while Strength and Optimism show weaker and insignificant relationships.

**Table 10. Results of Partial Correlation Analysis with Civic Virtue Aspect (Y3)**

Aspects	r Count	r Table	P	Remarks
Perseverance (X1)	0.246	0.235	0.040	Insignificant
Strength (X2)	0.213	0.235	0.076	Insignificant
Optimism (X3)	0.158	0.235	0.191	Significant

The civic virtue aspect shows relatively weak relationships with the examined variables. Perseverance (X1) demonstrates a small positive correlation ( $r = 0.246$ ) that slightly exceeds the r table value of 0.235, with a significance level of 0.040, indicating a statistically insignificant

relationship. Strength (X2) also shows a weak positive correlation ( $r = 0.213$ ) that does not exceed the r table value, with a significance level of 0.076, suggesting an insignificant relationship. Meanwhile, Optimism (X3) presents a weak positive correlation ( $r = 0.158$ ) with a significance level of



0.191, which also indicates no statistically significant relationship. Overall, these findings suggest that none of the

examined aspects show a strong or significant association with civic virtue.

**Table 11. Results of Partial Correlation Analysis with Sportmanship**  
Aspects (Y4)

Aspects	r Count	r Table	P	Remarks
Perseverance (X1)	-0.383	0.235	0.496	Significant
Strength (X2)	0.465	0.235	0.000	Significant
Optimism (X3)	0.192	0.235	0.111	Insignificant

The sportsmanship aspect shows different patterns of association across the examined variables. Perseverance (X1) demonstrates a moderate negative correlation ( $r = -0.383$ ) that exceeds the  $r$  table value of 0.235, indicating a statistically significant relationship despite its negative direction. Strength (X2) shows a moderate positive correlation ( $r = 0.465$ ) with a significance level of 0.000, indicating a statistically significant and strong association. In

contrast, Optimism (X3) presents a weak positive correlation ( $r = 0.192$ ) that does not exceed the  $r$  table value, with a significance level of 0.111, indicating a statistically insignificant relationship. Overall, these findings suggest that sportsmanship is significantly associated with perseverance and strength, while optimism does not show a meaningful relationship.

**Table 12. Results of Partial Correlation Analysis with Courtesy**  
Aspects (Y4)

Aspects	r Count	r Table	P	Remarks
Perseverance (X1)	0.213	0.235	0.076	Insignificant
Strength (X2)	0.465	0.235	0.000	Significant
Optimism (X3)	0.492	0.235	0.111	Significant

The courtesy aspect shows varying relationships with the examined variables. Perseverance (X1) demonstrates a weak positive correlation ( $r = 0.213$ ) that does not exceed the  $r$  table value of 0.235, with a significance level of 0.076, indicating an insignificant relationship. In contrast, Strength (X2) shows a moderate positive correlation ( $r = 0.465$ ) that exceeds the  $r$  table value, with a significance level of 0.000, indicating a statistically significant relationship. Similarly, Optimism (X3) presents a positive correlation ( $r = 0.492$ ) that is greater than the  $r$  table value and is categorized as significant based on the analysis. Overall, these findings suggest that the courtesy aspect is more strongly associated with strength and optimism, while perseverance does not show a meaningful relationship.

## DISCUSSION

The findings of this study align closely with existing literature on the relationship between resilience, organizational citizenship behavior (OCB), and personality traits (Salas-Vallina dkk., 2021). Resilience, which is often defined as the ability to adapt to adversity and bounce back from setbacks, plays a critical role in shaping both individual behavior and the collective dynamics of an organization. Numerous studies have highlighted the positive association between resilience and various pro-social behaviors, particularly in the context of organizational citizenship behavior (OCB). Nadeem dkk. (2019) resilience was found to be a significant predictor of organizational commitment and employee engagement, which are key components of OCB.

This study's finding that higher resilience is associated with greater OCB supports these prior results and provides further evidence of the centrality of resilience in enhancing workplace behaviors that go beyond formal job requirements (Osofsky & Osofsky, 2018).

Additionally, Youssef and Luthans (2023) in their research on positive organizational behavior identified resilience as a core psychological resource that contributes to employee performance, motivation, and overall organizational effectiveness. Their study emphasized that resilient employees are more likely to engage in behaviors that benefit the organization, such as helping colleagues, showing initiative, and going the extra mile (Nadeem dkk., 2019). These behaviors are all key aspects of OCB, supporting the current study's conclusion that resilience positively correlates with various forms of organizational citizenship behavior (Pu dkk., 2025).

In exploring the relationship between resilience and OCB, it is also important to consider the role of personality traits, which can either facilitate or hinder the development of resilience. The findings of this study that show a significant positive relationship between altruism, conscientiousness, and OCB are well-supported by existing research. Anggraini dkk. (2024) proposed that altruism—defined as the willingness to help others without expecting anything in return—is a key dimension of OCB. Employees who display high levels of altruism are more likely to engage in helping behaviors, share information, and support their colleagues, all of which contribute to the overall functioning of the

organization. These behaviors are crucial for building a positive organizational culture and fostering collaboration (Novadiana dkk., 2024).

Similarly, the study's finding that conscientiousness correlates with persistence, strength, and optimism also aligns with previous research. Julianti and Dewayani (2015) demonstrated that conscientiousness is a strong predictor of job performance, with conscientious individuals tending to exhibit greater attention to detail, responsibility, and goal-oriented behavior (Theodora & Ratnaningsih, 2020). Conscientious employees are more likely to perform tasks efficiently, adhere to deadlines, and take initiative traits that align closely with organizational citizenship behaviors such as conscientiousness, reliability, and organizational commitment. The positive relationship between conscientiousness and OCB observed in this study reinforces the idea that conscientiousness contributes to behaviors that extend beyond the basic job description and benefit the organization as a whole (Putra dkk., 2022).

Moreover, the findings related to civic virtue, which showed both positive and negative correlations with various aspects of OCB, add a layer of complexity to the discussion. While previous research has demonstrated that civic virtue characterized by active participation and a commitment to the organization's goals is generally associated with positive outcomes such as organizational commitment and job satisfaction, this study's negative correlation between civic virtue and persistence raises interesting questions (Ramadhan dkk., 2025). Muchtadin (2023) emphasized that employees high in civic virtue are likely to engage in activities that benefit the organization, such as attending meetings and participating in decision-making. However, their study also pointed out that individuals with strong civic virtue may sometimes prioritize collective goals over personal achievements, which may lead to a lower level of individual persistence in certain situations. This nuance is important, as it highlights the need for a balanced approach in promoting civic engagement within organizations, ensuring that it enhances both collective and individual performance (Mendiratta & Srivastava, 2021).

In contrast, the positive relationships found between sportmanship and persistence, strength, and optimism in this study resonate with the work of (Lee & Gong, 2024) who described sportmanship as the ability to handle organizational frustrations with a positive attitude and a willingness to cooperate with others. Their research demonstrated that employees who exhibit sportmanship are more likely to maintain positive relationships with colleagues, show resilience in the face of challenges, and contribute to the overall well-being of the team. The current study reinforces these findings by showing that employees who demonstrate sportmanship are more likely to persist through challenges, display strength when facing adversity, and maintain an optimistic outlook all of which contribute to a supportive work environment (Tabche dkk., 2022).

The positive correlations found between courtesy and the aspects of persistence, strength, and optimism also

echo the results of Eisenberger *et al.* (2004), who argued that employees who are courteous and respectful to others foster an environment of mutual trust and cooperation. In their study, they found that courtesy led to better interpersonal relationships, higher job satisfaction, and greater organizational loyalty (Malik, 2024). By promoting courteous behavior, organizations can create a culture where employees feel valued and supported, which in turn encourages them to engage in behaviors that are beneficial to the organization, such as helping others and collaborating on projects (N. Boakye dkk., 2022).

These findings also highlight the significance of promoting certain personality traits to improve organizational outcomes. As Schaufeli and Bakker (2004) noted, positive personality traits such as altruism, conscientiousness, and sportmanship contribute to greater work engagement, which is directly linked to improved job performance and organizational commitment (Paul dkk., 2019). The results of this study further support this claim by demonstrating that individuals who exhibit these traits are more likely to engage in behaviors that benefit the organization, such as going above and beyond their formal job responsibilities. This, in turn, leads to higher levels of employee performance, satisfaction, and organizational success (Simatupang & Simarmata, 2024).

The main reflection that can be drawn is that perseverance and strength demonstrate more consistent and meaningful roles than optimism in shaping the various dimensions of Organizational Citizenship Behavior (OCB) (Ramadhan dkk., 2025). Perseverance appears to be particularly dominant in the conscientiousness aspect, showing a very strong and significant correlation; however, it exhibits a negative relationship with altruism and sportmanship. This finding indicates that high perseverance, when not accompanied by adequate emotional regulation and social flexibility, may reduce individuals' sensitivity to others' needs or their tolerance for less-than-ideal work situations. In other words, perseverance is not merely a uniformly positive trait, but a contextual characteristic whose implications vary depending on the organizational behavior dimension being examined (Mendiratta & Srivastava, 2021).

The next reflection shows that strength emerges as the most stable aspect in its relationship with prosocial behavior and organizational ethics. Strength consistently demonstrates positive and significant correlations with altruism, sportmanship, and courtesy. These findings emphasize that psychological strength such as the ability to cope with pressure, regulate emotions, and endure challenging situations directly contributes to cooperative, tolerant, and respectful work behaviors (Lee & Gong, 2024). Individuals with high levels of strength appear better able to restrain negative reactions, accept imperfections in the work environment, and continue to display supportive and courteous attitudes toward colleagues, which constitute the core of OCB. This reinforces the view that individuals' internal strengths play a crucial role in maintaining the quality of social relationships within organizations (Malik, 2024).



Meanwhile, optimism shows a relatively weak and inconsistent pattern of relationships across most OCB aspects, except for courtesy, where the correlation is fairly strong and significant. This finding suggests that optimism functions more as a source of positive interpersonal attitudes than as a primary driver of broader social engagement or collective responsibility, such as altruism and civic virtue (Novadiana dkk., 2024). Anggraini dkk. (2024) said that optimism may help individuals maintain friendliness, politeness, and a positive outlook toward others, but it does not automatically encourage active involvement in extra-role organizational behaviors. This reflection underscores that fostering OCB should not rely solely on cultivating optimistic attitudes, but should instead be directed toward strengthening adaptive perseverance and, most importantly, emotionally and socially mature strength.

In a broader context, these findings are in line with the work of Bakker and Demerouti (2007), who developed the Job Demands-Resources (JD-R) model, which posits that individual traits such as resilience and conscientiousness act as personal resources that help employees cope with job demands and engage in extra-role behaviors (Fitri & Ferdian, 2024). According to their model, employees who possess strong personal resources are more likely to exhibit OCB, as they are better equipped to handle job stressors and contribute to a positive organizational culture. The results of this study suggest that fostering resilience and other positive personality traits within the workforce can enhance organizational citizenship behaviors, leading to better overall performance and a more supportive work environment (Faiza & Suhardi, 2022).

The study's findings also contribute to the growing body of research on the impact of resilience on employee well-being and organizational effectiveness. Boakye dkk. (2022) argued that resilient individuals are more likely to thrive in stressful work environments and remain productive during times of organizational change. This is particularly important in today's fast-paced and often unpredictable work environment, where employees are constantly faced with new challenges. The positive relationship between resilience and OCB observed in this study suggests that organizations can benefit from promoting resilience training programs that help employees cope with stress and maintain a positive attitude towards their work. By investing in resilience-building initiatives, organizations can enhance employee engagement, job satisfaction, and overall performance (Tabche dkk., 2022).

Additionally, Malik (2024) work on learned optimism highlights the role of optimism in promoting positive organizational behaviors. Optimistic individuals are more likely to view challenges as opportunities for growth rather than as insurmountable obstacles. This mindset fosters a positive outlook, even in the face of adversity, and encourages employees to engage in proactive behaviors that benefit both themselves and the organization. The significant

correlation between optimism and OCB in this study underscores the importance of fostering an optimistic mindset within the workforce. By promoting optimism, organizations can create a more resilient and proactive workforce that is better equipped to handle the challenges of the modern workplace (Chandra, 2021).

## CONCLUSION

The conclusion of this study indicates a significant positive relationship between individual resilience and Organizational Citizenship Behavior (OCB), where individuals with higher resilience are more likely to exhibit proactive behaviors that support organizational success. A suggestion for future research is to further explore factors that may strengthen the relationship between resilience and OCB, such as social support or transformational leadership, and to conduct longitudinal studies to understand its long-term impact. The implication of this research is that organizations should develop resilience-building programs for employees, as resilience not only helps individuals cope with challenges but also encourages them to engage in proactive behaviors, contributing to improved performance and a more positive work environment within the organization. This study demonstrates a strong positive relationship between coping stress and the quality of work life, with stress at work and social support significantly influencing work-life quality. These findings highlight the critical role of stress management and social support in improving employee well-being and job satisfaction. One suggestion for future research is to explore the specific coping strategies that are most effective in different work environments, as well as the long-term impact of stress management programs on employee retention and performance. The implications of this study suggest that organizations should prioritize stress reduction initiatives and foster a supportive work environment to enhance overall employee satisfaction and productivity, ultimately contributing to a healthier, more engaged workforce.

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