

## Corporate social responsibility and organizational citizenship behavior: Mediating role of psychological capital, affective commitment, and prosocial motivation

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### ABSTRACT

This research attempts to investigate the mechanisms linking corporate social responsibility with organizational citizenship behavior among Generation Z employees in Indonesia's banking sector, focusing on the mediating roles of psychological capital, affective commitment, and prosocial motivation. While Generation Z demonstrates high concern for social and environmental issues, paradoxically, they exhibit the lowest levels of organizational citizenship behavior among all generations. Data were collected through an online survey of 230 Generation Z employees in the Indonesian banking sector who had worked for at least 6 months. The study employs Covariance-Based Structural Equation Modeling for data analysis. The findings reveal that corporate social responsibility positively influence organizational citizenship behavior through the mediation of psychological capital, affective commitment, and prosocial motivation. These findings provide insights for banking institutions in designing effective corporate social responsibility strategies to enhance organizational citizenship behavior among Generation Z employees, while contributing to the literature by explaining the psychological mechanisms linking corporate social responsibility to organizational citizenship behavior. Practical and theoretical implications are discussed, along with suggestions for future research.

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### 1. Introduction

The Indonesian banking sector stands at a critical juncture as the nation progresses toward upper-middle-income status, with banks controlling 75% of the country's financial services assets. In the era of Industry 4.0, characterized by rapid digitalization and transformation, banks face mounting pressure to optimize their organizational efficiency, particularly through human capital management. A pressing challenge has emerged with

Generation Z's arrival in the workforce, as this cohort demonstrates the lowest levels of Organizational Citizenship Behavior (OCB) among all workforce generations (Baeza et al., 2022). This situation demands immediate attention, as OCB, defined as voluntary employee behaviors that enhance organizational efficiency despite not being formally rewarded, have been proven crucial for customer satisfaction and service quality in banking operations (Kandeepan et al., 2019; Nuhu et al., 2024).

The significance of OCB in banking has become particularly evident in recent empirical studies. Research has demonstrated that high levels of OCB among banking employees strongly correlate with improved service quality and enhanced customer satisfaction (Harsono et al., 2023; Siregar et al., 2024). In the Indonesian context, studies of state-owned banks have confirmed OCB's significant contribution to both employee and organizational performance (Hidayat & Tannady, 2023). However, Hermanto and Srimulyani (2022) revealed concerning variations in OCB levels among Indonesian banking employees, with substantial room for improvement in areas such as altruism and voluntary participation in organizational functions.

Corporate Social Responsibility (CSR) has emerged as a potential driver of OCB, with studies establishing a positive relationship between employee CSR and citizenship behaviors (Xiao et al., 2021; El-Kassar et al., 2023). The Financial Services Authority in Indonesia, Otoritas Jasa Keuangan (OJK), recognizes this potential and mandates CSR implementation through regulations. However, several critical gaps in our understanding persist in this regard. First, while researchers suggest that the CSR and OCB relationship is better explained through mediating variables (Dhiman & Sharma, 2021), second, despite regulatory emphasis, only 60% of Indonesian banks have implemented comprehensive CSR programs, raising questions about their effectiveness and impact (Hermawan & Rahayu, 2024).

A particularly intriguing paradox emerges when examining the Generation Z employees. While this generation demonstrates heightened concern for environmental and social issues and expresses a strong preference for purpose-driven work, they exhibit the lowest OCB levels among all workforce generations. This contradiction remains largely unexplored, especially in the banking sector, where employee behavior directly impacts service quality and customer satisfaction.

To address these gaps, this study examines how three potential mediators—psychological capital, affective commitment, and prosocial motivation—explain the relationship between CSR and OCB among Generation Z banking employees in Indonesia. Psychological capital, which comprises hope, efficacy, resilience, and optimism, has been linked to enhanced work behavior (Saleem et al., 2022). Affective commitment, which reflects emotional attachment to the organization, has shown promise as a partial mediator between CSR and OCB (Li & Chen, 2023). Additionally, prosocial motivation, which is influenced by the organizational ethical climate, may further explain how CSR translates into citizenship behavior (Jeong et al., 2022).

This study offers several significant contributions to both theory and practice. First, it provides a comprehensive analysis of how CSR initiatives can enhance OCB, specifically among Generation Z employees, who represent the future of the banking workforce. Second, it illuminates the psychological mechanisms linking CSR to citizenship behaviors, addressing a significant gap in the organizational behavior literature. Third, it offers practical insights for banking institutions seeking to align their CSR strategies with Generation Z values while fostering higher OCB levels. These findings are particularly valuable for Indonesian banks seeking to enhance CSR implementation while managing generational workforce transitions, ultimately contributing to the sector's sustainable development and service quality improvement.

## 2. Literature Review and Hypothesis Development

### 2.1 Literature Review

#### 2.1.1. Corporate Social Responsibility

CSR was initially described by Patil and Farooqui (2021) as a company's social duty to implement rules, make choices, and carry out activities that align with society's goals and values. This concept has evolved to become more comprehensive, with Camilleri (2022) describing CSR as companies' direct and indirect contributions to society through socially responsible behavior. Kumar et al. (2022) developed a CSR model comprising four components: economic, legal, ethical, and philanthropic responsibilities. Recent developments include the Triple Bottom Line (TBL) concept. This highlights the significance of considering economic, social, and environmental impacts in CSR practices (Zaharia & Zaharia, 2021).

#### 2.1.2. Organizational Citizenship Behavior

OCB is one of the most extensively researched topics in applied psychology and organizational behavior (Sidorenkov et al., 2023). This concept stems from Parke et al. (2021) observation that organizations cannot succeed by relying solely on employees to perform their formal responsibilities. Widarko and Anwarodin (2022) define OCB as loyal behavior and willingness to exceed official routine work to achieve maximum results. Anderson et al. (2022) categorize OCB into two dimensions based on the beneficiary: Organizational Citizenship Behavior Individuals (OCBI) and Organizational Citizenship Behavior Organization (OCBO). OCBI encompasses behaviors that benefit people directly and indirectly for the organization, while OCBO includes behaviors that directly benefit the organization.

#### 2.1.3. Affective Commitment

Affective commitment is one component of the three-component model proposed by Azdha et al. (2023), alongside normative commitment and continuance commitment. Affective commitment refers to the perceived alignment between employees' personal value systems and their organization's values (Bizri et al., 2021). Lee and Kim (2022) defines affective commitment as the extent to which employees are emotionally attached to and involved in their organization.

#### 2.1.4. Psychological Capital

Luthans and Youssef-Morgan (2017) define psychological capital as an individual's positive psychological state of development characterized by four dimensions: self-efficacy, optimism about success, perseverance toward goals (hope), and resilience in facing challenges (Chaffin et al., 2023). Loghman et al. (2023), through their meta-analysis, demonstrated positive relationships between psychological capital and desired employee attitudes, OCB, and performance across various organizational contexts. Zulhasmi et al. (2021) integrated the psychological capital concept into the Job Demands-Resources (JD-R) model, showing that psychological capital can function as a crucial personal resource in managing job demands.

#### 2.1.5. Prosocial Motivation

Prosocial motivation was initially defined by Batson (2022) as the desire to exert effort to benefit others. Kabber et al. (2024) later defined it as an individual's desire to benefit others people or groups. As a relatively enduring individual difference, prosocial motivation is reflected in agreeable personality traits, empathy, helpfulness, and concern for others (Liao et al., 2022).

## **2.2. Hypothesis Development**

### **2.2.1. Positive Effect of Corporate Social Responsibility on Organizational Citizenship Behavior**

The concept of OCB can be explained through social exchange theory (Blau, 2017), which states that individuals tend to return the positive treatment they receive from their organization. In the context of an organization, the implementation of CSR shows concern for the welfare of the community and the environment, which can create a positive perception among employees. This perception encourages employees to take voluntary actions that benefit the organization, such as helping colleagues or contributing more than their formal duties (Hsieh et al., 2022). This occurs because employees feel valued and motivated to respond to the organization's positive actions.

**H<sub>1</sub>: Corporate Social Responsibility Has a Positive Effect on Organizational Citizenship Behavior**

### **2.2.2. Positive Effect of Corporate Social Responsibility on Affective Commitment**

Affective commitment reflects an employee's emotional attachment to the organization, which makes them feel proud to be a part of it (Mittal et al., 2022). When an organization consistently implements CSR, employees feel a sense of alignment between their personal and organizational values. This alignment strengthens employees' emotional connection with the organization because they feel that the organization is not only focused on profit but also cares about the environment and society. This emotional bond motivates employees to remain loyal and contribute to the organization's success. This is evidenced by research conducted by Kim et al. (2021), who stated that CSR has a positive influence on affective commitment.

**H<sub>2</sub>: Corporate Social Responsibility Has a Positive Effect on Affective Commitment**

### **2.2.3. Positive Effect of Affective Commitment on Organizational Citizenship Behavior**

Employees with high affective commitment usually show greater involvement in the organization (Ayuningsih, 2021). Their emotional bond with the organization keeps them motivated to contribute their best, including taking actions that go beyond their formal duties. With this emotional attachment, employees feel that they have a personal responsibility to support the success of the organization, which increases OCB behavior. This is evidenced by the research of Rahman and Frianto (2024), who state that affective commitment has a significant influence on OCB.

**H<sub>3</sub>: Affective Commitment Has a Positive Effect on Organizational Citizenship Behavior**

### **2.2.4. The Mediating Role of Affective Commitment on The Effect of Corporate Social Responsibility and Organizational Citizenship Behavior**

When an organization implements CSR, employees feel the positive values reflected by the organization, which reinforces their affective commitment. This emotional bond then becomes the main driver of employees' OCB. In this case, affective commitment serves as a psychological mechanism that bridges the relationship between employees' CSR and their OCB. Khaskheli et al. (2020) found that organizational commitment partially mediates the relationship between CSR and employee OCB. These findings differ from those of George et al. (2020), who concluded that CSR influences OCB through the full mediating effect of organizational commitment.

**H<sub>4</sub>: Affective Commitment Mediates The Effect between Corporate Social Responsibility and Organizational Citizenship Behavior**

**2.2.5. Positive Effect of Corporate Social Responsibility on Psychological Capital**

Positive CSR can increase employees' psychological capital, which includes optimism, hope, resilience, and self-efficacy (Lin & Amoozegar, 2024). When employees see their organization committed to social values, it creates a positive and supportive work environment for them. Such an environment encourages employees to feel more confident, optimistic, and able to overcome job challenges. Papacharalampous and Papadimitriou (2021) demonstrated that positively perceived CSR enhances employees' psychological capital, particularly in terms of optimism and self-efficacy. Al-Ghazali et al. (2021) further confirmed that positive CSR increases employees' psychological capital, which subsequently mediates the relationship between CSR and desired work outcomes.

**H<sub>5</sub>: Corporate Social Responsibility Has a Positive Effect on Psychological Capital**

**2.2.6. Positive Effect of Psychological Capital on Organizational Citizenship Behavior**

Employees with high psychological capital tend to be more confident and have an optimistic attitude toward carrying out their duties (Lusiyani & Helmy, 2020). This psychological condition encourages employees to contribute more to the organization, including through OCB behavior. With high optimism and self-efficacy, employees feel able to make a positive impact not only in their main tasks but also in supporting colleagues and the organization as a whole. This is evidenced by the results of Theodora and Ratnaningsih (2020), who stated that psychological capital has a positive relationship with OCB.

**H<sub>6</sub>: Psychological Capital Has a Positive Effect on Organizational Citizenship Behavior**

**2.2.7. The Mediating Role of Psychological Capital on The Effect Corporate Social Responsibility and Organizational Citizenship Behavior**

Positive CSR increases employees' psychological capital, which encourages them to exhibit OCB. In this case, psychological capital acts as a psychological mechanism that explains how CSR can improve employees' voluntary behavior that benefits the organization. Su and Hahn (2023) directly demonstrated the mediating role of psychological capital in the relationship between CSR and OCB. Almasradi et al. (2024) supported this hypothesis by demonstrating that CSR influences employee behavior through psychological capital mediation. Tian and Robertson (2019) added evidence by showing that CSR influences voluntary pro-environmental behavior through organizational identification mediation, which is closely related to psychological capital.

**H<sub>7</sub>: Psychological Capital Mediates The Effect between Corporate Social Responsibility and Organizational Citizenship Behavior**

**2.2.8. Positive Effect of Corporate Social Responsibility on Prosocial Motivation**

CSR carried out by an organization can generate employee prosocial motivation, namely, the encouragement to help others or make a beneficial contribution to society. When employees see their organization committed to social responsibility, they feel inspired to emulate those values in their daily actions, including their work. Research has found that employees' CSR positively relates to their service performance through prosocial motivation (Shin et al., 2016). Hur et al. (2018) discovered that positive CSR enhances employees' autonomous motivation, which is closely linked to prosocial



motivation. Gond et al. (2017) revealed that CSR can activate psychological mechanisms that promote employees' prosocial behavior. Brieger et al. (2020) showed that positive CSR enhances employees' prosocial motivation.

**H<sub>8</sub>: Corporate Social Responsibility Has a Positive Effect on Prosocial Motivation**

**2.2.9. Positive Effect of Prosocial Motivation on Organizational Citizenship Behavior**

Employees with high prosocial motivation tend to take actions that support the well-being of their colleagues and the organization. This altruistic drive leads them to volunteer to help colleagues or contribute to the achievement of organizational goals, which is at the core of OCB behavior. Bolino and Grant (2016) provide a solid theoretical foundation, explaining that employees with high prosocial motivation tend to engage in behaviors that benefit their coworkers and organizations. Wang et al. (2016) demonstrated that internal motivation, including prosocial motivation, not only promotes OCB but also generates positive effects on employees.

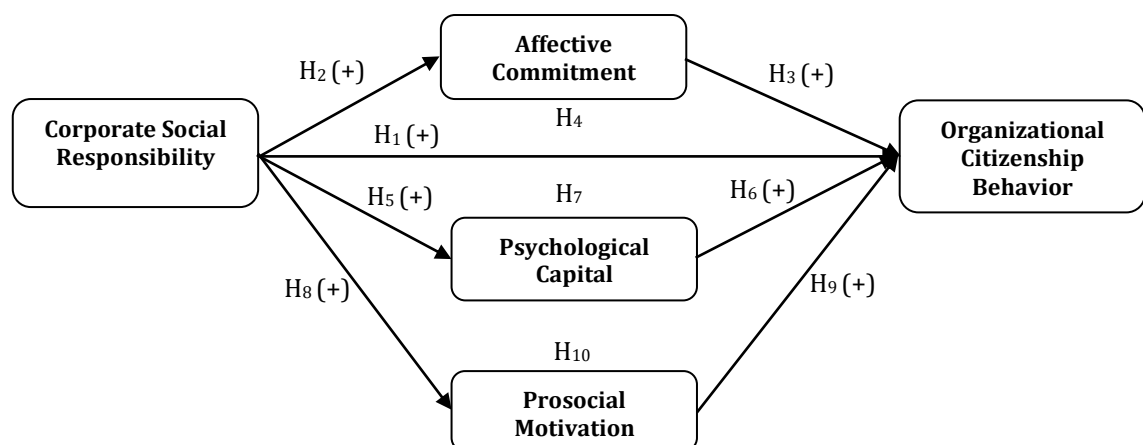
**H<sub>9</sub>: Prosocial Motivation Has a Positive Effect on Organizational Citizenship Behavior**

**2.2.10. The Mediating Role of Prosocial Motivation on Corporate Social Responsibility and Organizational Citizenship Behavior**

Positive CSR can increase employee prosocial motivation, which facilitates OCB. In this case, prosocial motivation is the link that explains how CSR encourages employees to contribute more to the organization. Bhatti et al. (2023) provide conceptual and empirical support for the mediating role of prosocial motivation in the context of CSR and employee behavior. Arshad et al. (2021) strengthens the argument that prosocial motivation can mediate the relationship between organizational factors and employee behavior. Brieger et al. (2020) found that CSR enhances employees' prosocial motivation, which in turn promotes OCB. Tian and Robertson (2019) also showed that CSR influences employees' voluntary pro-environmental behavior through motivational mechanisms.

**H<sub>10</sub>: Prosocial Motivation Mediates The Effect between Corporate Social Responsibility and Organizational Citizenship Behavior**

**2.3. Research Framework**



**Figure 1. Research Model**

Figure 1 illustrates the study's conceptual framework. Based on figure 1, it can be explained that this study examines how three potential mediators: Affective commitment,

psychological capital, and prosocial motivation to explain the relationship between CSR and OCB among Generation Z banking employees in Indonesia.

### 3. Research Methods

#### 3.1. Population and Sampling Method

The target population comprised employees in the financial services sector in Indonesia. The research sample consisted of Generation Z employees who had worked at their companies for a minimum of six months. Following Hair et al. (2019a), the minimum sample size was set at 230 respondents, calculated as five times the number of indicator items (46 indicators). This study used non-probability sampling with a purposive sampling technique, where samples were selected based on predetermined specific criteria.

#### 3.2. Data Collecting Method

Data were collected through an online questionnaire survey using the Google Form platform, which was distributed across various social media channels. Prior to full distribution, the questionnaire was subjected to readability testing with a small group of respondents to ensure clarity and comprehension of the questionnaire items. This method was chosen to facilitate researchers' access to populations across the financial services sector, ensuring broader geographical coverage and representation. This study employed five validated measurement scales from previous studies. Organizational Citizenship Behavior (OCB) was measured using Davoudi and Gadimi (2016). This multidimensional instrument consists of eight items measuring OCBO and eight items measuring OCBI. Corporate Social Responsibility (CSR) was measured using Papacharalampous and Papadimitriou (2021) unidimensional 8-item scale. This instrument represents a simplified version of previous CSR measures and was chosen for its modern approach and alignment with contemporary CSR concepts. Psychological capital was measured using the PCQ-12, a shortened version of the PCQ-24 developed by Abbasi et al. (2020). The PCQ-12 was selected for its proven effectiveness in cross-cultural applications and adaptability across various contexts, including work, health, and general life settings. The instrument comprises 12 items for respondents. Affective commitment was measured using Rhoades' six-item modified scale, which combines five items from the affective commitment scale and one item from the organizational commitment questionnaire (Fazio et al., 2017). Prosocial motivation was assessed using Grant et al. (2018) four-item scale, adapted from self-regulation measures.

#### 3.3. Data Analysis Method

This study utilized Covariance-Based Structural Equation Modeling (CB-SEM) using LISREL 8.8 software for data analysis. CB-SEM was selected for its ability to handle recursive path models, account for variable interactions, and detect relationships among variables holistically. The data analysis process was conducted in two main stages: measurement model testing and structural model testing. In the measurement model stage, Confirmatory Factor Analysis (CFA) was used to test construct validity and evaluate indicator relevance in representing latent variables. Following the criteria established by Hair et al. (2019b), factor loading values must exceed 0.5 to be considered significant. Reliability was assessed using construct reliability (CR) and average variance extracted (AVE), with models considered reliable if  $CR > 0.7$  and  $AVE > 0.5$ . Following Ab Hamid et al. (2017), models with  $AVE < 0.5$  are acceptable if  $CR > 0.6$ .

After the measurement model met the established criteria, the analysis proceeded to structural model testing using Goodness of Fit (GoF). Structural model evaluation aims to

assess the model's alignment with the collected empirical data. Models are considered fit when they meet at least to 3-4 indices from both incremental and absolute indices. Hypothesis testing employs one-tailed tests, a decision based on a comprehensive literature review demonstrating consistency in variable relationship directions across previous studies. For the mediation analysis, this study follows Zhao et al. (2020) classification, which categorizes mediation effects into complementary mediation (significant direct and indirect effects in the same direction), competitive mediation (significant direct and indirect effects in opposite directions), and indirect-only mediation (only significant indirect effects). Mediation effects are concluded to be significant if the indirect effect value ( $a \times b$ ) is significant, regardless of direct effect significance. This approach enables a deeper understanding of the mediation mechanisms in the relationships among the studied variables.

## 4. Results and Discussion

### 4.1. Validity Test

This study applies two levels of Confirmatory Factor Analysis (CFA), namely first- and second-order, considering the existence of three unidimensional variables and two multidimensional variables. In the first-order stage, the focus of observation lies on the Standardized Loading Factor (SLF) value of each indicator that forms the variable and dimension. Meanwhile, the second-order analysis focuses on the SLF value of the dimensions that make up the variable. The indicator validity criteria were set at an SLF value  $> 0.5$ .

**Table 1. Validity Test Result**

Variable	Dimension	Indicator	Standardized Loading Factor	
			First Order	Second Order
Organizational Citizenship Behavior	OCB	OCBO 1	0.440	0.790
		OCBO 2	0.530	
		OCBO 3	0.550	
		OCBO 4	0.680	
		OCBO 5	0.460	
		OCBO 6	0.690	
		OCBO 7	0.590	
		OCBO 8	0.690	
	OCB Individual (OCBI)	OCBI 1	0.500	0.680
		OCBI 2	0.640	
		OCBI 3	0.590	
		OCBI 4	0.540	
		OCBI 5	0.460	
		OCBI 6	0.690	
		OCBI 7	0.650	
		OCBI 8	0.570	
Corporate Social Responsibility	Unidimensional	CSR 1	0.650	Unidimensional
		CSR 2	0.570	
		CSR 3	0.690	
		CSR 4	0.520	
		CSR 5	0.710	
		CSR 6	0.410	
		CSR 7	0.720	
		CSR 8	0.580	
Psychological Capital	Self-Esteem	SE 1	0.710	0.730
		SE 2	0.720	



Variable	Dimension	Indicator	Standardized Loading Factor	
			First Order	Second Order
Affective Commitment	Hope	SE 3	0.580	1.060
		H 1	0.540	
		H 2	0.580	
		H 3	0.580	
	Resilience	H 4	0.620	0.850
		R 1	0.600	
		R 2	0.660	
		R 3	0.590	
	Optimism	O 1	0.640	0.930
		O 2	0.590	
	Unidimensional	AC 1	0.700	Unidimensional
		AC 2	0.720	
		AC 3	0.860	
		AC 4	0.790	
		AC 5	0.720	
		AC 6	0.470	
Prosocial Motivation	Unidimensional	MP 1	0.780	Unidimensional
		MP 2	0.830	
		MP 3	0.690	
		MP 4	0.600	

Source: Primary Data Processed (2025)

The data presented in Table 1 are based on the above. Most indicators had SLF values greater than 0.5. Several indicators have SLF values below 0.5, namely OCBO 1 of 0.440, OCBO 5 of 0.460, OCBI 5 of 0.460, and CSR 6 of 0.470. However, based on Hair et al. (2019b), for research with a sample size greater than 250, The minimum factor loading value of an indicator that is categorized as significant is 0.35 (Hair et al., 2019b). In this study, 262 samples were used. Therefore, indicators with factor loading values above 0.35 can be concluded as valid.

#### 4.2. Reliability Test

Next, a reliability test was conducted by calculating the construct reliability (CR) and average variance extracted (AVE) values. Variables or dimensions can be categorized as reliable if they have a CR value > 0.7 and an AVE value > 0.5 (Hair et al., 2019a). Table 2 shows the results of the reliability test.

**Table 2. Reliability Test Result**

Variable	Dimension	CR	AVE	CR	AVE
		First Order		Second Order	
Organizational Citizenship Behavior	OCB Organizational	0.796	0.332	0.720	0.563
Corporate Social Responsibility	OCB Individual	0.803	0.340		
	Unidimensional	0.830	0.388		
Psychological Capital	Self-Esteem	0.711	0.453	0.944	0.811
	Hope	0.670	0.337		
	Resilience	0.648	0.381		
	Optimism	0.626	0.456		
Affective Commitment	Unidimensional	0.863	0.519		
Prosocial Motivation	Unidimensional	0.863	0.519		

Source: Primary Data Processed (2025)

#### 4.3. Structural Model

Based on Table 3, the absolute fit indices for the structural model in this study were as follows: the normed chi-square has a good fit. with GFI having a standard fit (marginal fit) and SRMR having a poor fit. However, for incremental fit indices, NFI, TLI/NNFI, CFI, RFI, and IFI. This study showed a good fit for all the components. The parsimony fit indices, AGFI and PNFI, also indicated a good fit (Hair et al., 2019a). The use of three to four goodness-of-fit indices is adequate for providing evidence related to the model fit (Hair et al., 2019a).

**Table 3. Structural Model – Goodness of Fit**

Kind of Fit	Index Goodness of Fit	Standard Values	Second Order	Information
Absolute Fit Indices	Goodness-of-Fit Index (GFI)	Good Fit: $GFI \geq 0.900$ Marginal Fit: $0.80 \leq GFI < 0.900$	0.850	Marginal Fit
	Root Mean Square Error of Approximation (RMSEA)	Good Fit: $RMSEA \leq 0.080$ Marginal Fit: $RMSEA < 0.050$	0.0710	Good Fit
	Standardized Root Mean Square Residual (SRMR)	$SRMR \leq 0.050$	0.070	Poor Fit
Incremental Fit Indices	Normed Fit Index (NFI)	Good Fit: $NFI \geq 0.900$ Marginal Fit: $0.800 \leq NFI < 0.900$	0.950	Good Fit
	Non-Normed Fit Index (NNFI)	Good Fit: $NNFI \geq 0.900$ Marginal Fit: $0.80 \leq NNFI < 0.900$	0.970	Good Fit
	Incremental Fit Index (IFI)	Good Fit: $IFI \geq 0.900$ Marginal Fit: $0.800 \leq IFI < 0.900$	0.970	Good Fit
	Comparative Fit Index (CFI)	Good Fit: $CFI \geq 0.900$ Marginal Fit: $0.800 \leq CFI < 0.900$	0.970	Good Fit
	Relative Fit Index (RFI)	Good Fit: $RFI \geq 0.900$ Marginal Fit: $0.800 \leq RFI < 0.900$	0.940	Good Fit
Parsimony Fit Indices	Parsimony Goodness-of-Fit Index (PGFI)	$PGFI \geq 0.500$	0.680	Good Fit
	Parsimony Normed Fit Index (PNFI)	$PNFI \geq 0.500$	0.820	Good Fit

Source: Primary Data Processed (2025)

#### 4.4. Hypothesis Test

This study adopts a confidence level of 95% and applies a one-tailed test approach to test all the hypotheses. The one-tailed test approach was chosen because the hypothesis formulated determined a specific direction of the relationship. Therefore. The t-table value used as a reference in this study was 1.96. In this context. The relationship between variables was considered significant if the t-value obtained was  $\geq 1.96$ . Based on the resulting path coefficient, the variable that contributes the most to influencing organizational citizenship behavior is the psychological capital variable. With a slight difference, the affective commitment variable contributed more to organizational citizenship behavior than the prosocial motivation variable. When considering the t-

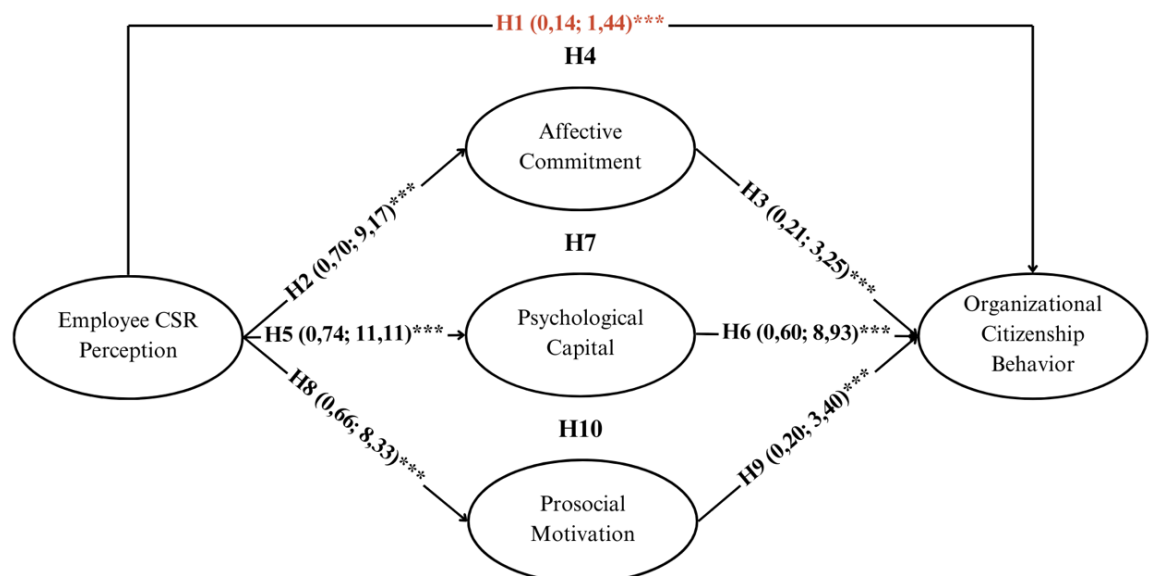
values. Psychological capital emerged as the most significant variable influencing organizational citizenship behavior, followed by affective commitment and prosocial motivation. Furthermore. When looking at the path coefficient and t-value produced, the CSR variable has a greater influence on the psychological capital variable than on affective commitment and prosocial motivation variables.

**Table 4. Results of the Direct Relationship Hypothesis Test**

Hypothesis	Path Coefficient	t-value
Corporate Social Responsibility → Organizational Citizenship Behavior	0.140	1.440
Corporate Social Responsibility → Affective Commitment	0.700	9.170
Affective Commitment → Organizational Citizenship Behavior	0.210	3.500
Corporate Social Responsibility → Psychological Capital	0.740	11.110
Psychological Capital → Organizational Citizenship Behavior	0.600	8.930
Corporate Social Responsibility → Prosocial Motivation	0.660	8.330
Prosocial Motivation → Organizational Citizenship Behavior	0.200	3.400

Source: Primary Data Processed (2025)

Figure 2 illustrates the direct relationship that has been adjusted to the hypothesis formulated in this study. In relation to the one-tailed approach used in this study, the relationship between variables was considered significant if the t-value reached or exceeded 1.645.



**Figure 2. Research Structural Model Path Diagram**

The results showed that the direct relationship between CSR and OCB had a path coefficient of 0.140 with a t-value of 1.440, indicating that the relationship was not significant. This indicates that CSR does not have a strong enough influence on the behavior of the extra role of employees or OCB. However, after mediating variables such as affective commitment, psychological capital, and prosocial motivation were included in the model. Table 5 shows that the influence of CSR on OCB through indirect channels was

significant for all pathways. The results of the analysis show that the CSR path through AC to OCB produces a mediation effect of 0.147, with a total effect of 0.287. The CSR pathway through psychological capital to OCB had the largest mediation effect, which is 0.444 with a total effect of 0.584. Meanwhile, The CSR route through prosocial motivation to OCB had a mediation effect of 0.132, with a total effect of 0.272.

**Table 5. Results of the Indirect Relationship Hypothesis Test**

Hypothesis	Direct effect	Indirect effect	Total effect
Corporate Social Responsibility → Affective Commitment → Organizational Citizenship Behavior	0.140	0.147	0.287
Corporate Social Responsibility → Psychological Capital → Organizational Citizenship Behavior	0.140	0.444	0.584
Corporate Social Responsibility → Prosocial Motivation → Organizational Citizenship Behavior	0.140	0.132	0.272

Source: Primary Data Processed (2025)

## 4.5. Discussion

### 4.5.1. The Effect of Corporate Social Responsibility on Organizational Citizenship Behavior

CSR has no significant direct influence on OCB. This indicates that although CSR can increase the positivity of the organization, it does not directly encourage extra-role behavior (OCB) without the presence of a mediation mechanism. CSR affects OCB behavior more indirectly through its influence on intrinsic factors, such as psychological capital or affective commitment (Almasradi et al., 2024). Theoretically, This is in line with the social exchange theory approach, which states that employee behavioral responses are influenced by what the organization does and how these perceptions translate into individual values and intrinsic motivations (Nazir et al., 2018).

### 4.5.2. The Effect of Corporate Social Responsibility on Affective Commitment

The results of the analysis showed that CSR had a positive effect on affective commitment. CSR increases affective commitment by aligning employee and organizational values. This is supported by Khaskheli et al. (2020), who state that CSR can increase affective commitment between employee and organizational values. When an organization demonstrates social responsibility, employees feel more proud and emotionally attached to an organization that has a greater purpose than just financial gains. This is in accordance with the theory of organizational support, which states that organizational support for social and environmental aspects increases employees' sense of emotional attachment to the organization (Kurtessis et al., 2017).

### 4.5.3. The Effect of Affective Commitment on Organizational Citizenship Behavior

Affective commitment positively influenced OCB. When employees have a strong emotional bond with the organization. They are more likely to feel responsible for supporting the organization's success, including through extra-role behaviors such as helping colleagues and supporting organizational goals. Liu et al. (2019) state that affective commitment has an effect on OCB. Social identity theory explains that employees who feel like they are an important part of the organization tend to be more motivated to contribute voluntarily to collective success (Arshad et al., 2021).

#### **4.5.4. The Effect of Corporate Social Responsibility and Organizational Citizenship Behavior Through Affective Commitment**

CSR positively influenced OCB through affective commitment. This shows that affective commitment acts as a bridge between CSR and extra-role behaviors. This is similar to the statement by Ahmad et al. (2020), who showed the same result as this study. Employees who feel inspired by an organization's social initiatives develop emotional bonds that ultimately encourage them to behave outside formal responsibilities (Slack et al., 2015). Although this path is significant, its impact on OCB is smaller than that of the path through psychological capital.

#### **4.5.5. The Effect of Corporate Social Responsibility on Psychological Capital**

The results showed that CSR positively affected psychological capital. CSR that is perceived positively creates a supportive work environment, increases employees' optimism, self-efficacy, expectations, and resilience. This result is consistent with that of Hazzaa et al. (2024). This is in line with the theory of positive organizational behavior, which emphasizes that psychological resources, such as psychological capital, can be enhanced through positive interactions with the organization (Luthans & Youssef-Morgan, 2017).

#### **4.5.6. The Effect of Psychological Capital on Organizational Citizenship Behavior**

Psychological capital had the most positive effect on the OCB. Employees with high psychological capital are better able to face job challenges and remain motivated to make extra contributions. Self-efficacy, optimism, and resilience are the main factors that drive this extra-role behavior (Chhajer et al., 2018). These findings support the view that stable psychological resources have a more consistent impact on employee behaviors. This is because psychological capital enhances employees' confidence in their abilities and fosters a positive outlook on outcomes, and equips them to recover from setbacks effectively (Chong & Malakhova, 2025). In dynamic and challenging work environments, employees with strong psychological capital can maintain high levels of engagement and exhibit behaviors that go beyond formal job descriptions, thereby significantly contributing to organizational success.

#### **4.5.7. The Effect of Corporate Social Responsibility and Organizational Citizenship Behavior Through Psychological Capital**

CSR positively influenced OCB through psychological capital. This path is the most effective in increasing OCB among Generation Z employees in the banking sector. This confirms that the development of psychological capital is a key strategy for maximizing CSR's positive impact on extra-role behavior. Organizations that effectively implement CSR can create an environment that fosters trust, optimism, and hope among employees. This, in turn, amplifies employees' willingness to go beyond their core responsibilities (John et al., 2024). These findings reinforce the view that CSR not only enhances corporate reputation but also strengthens internal psychological resources that drive OCB, as stated by Ali et al. (2023) that said quite same.

#### **4.5.8. The Effect of Corporate Social Responsibility on Prosocial Motivation**

CSR positively influenced prosocial motivation. When an organization demonstrates social responsibility, employees feel compelled to help others and contribute positively to society. This is in line with the theory of prosocial behavior, which states that altruistic behavior can be triggered by the values exhibited by the organization (Bolino & Grant, 2016). Such organizational values signal employees that



their work contributes to a greater social purpose, enhancing their intrinsic motivation to act in ways that benefit colleagues and the broader community. Employees who perceive their organization as socially responsible are more likely to identify with its mission, leading to an increase in behaviors that reflect care, support, and social responsibility in the workplace (Cheema et al., 2020).

#### **4.5.9. The Effect of Prosocial Motivation on Organizational Citizenship Behavior**

Prosocial motivation also had a positive effect on OCB, although its effect was smaller than that of psychological capital and affective commitment. Prosocial motivation encourages employees to voluntarily help colleagues and support the organization's activities (Bolino & Grant, 2016). However, this behavior is highly dependent on the relevance of the work context to employees' altruistic values. When employees perceive a direct connection between their roles and the opportunity to make a positive social impact, prosocial motivation is likely to translate into an OCB. Conversely, in environments where this connection is weak, the effect of prosocial motivation on OCB may be diminished (Wang et al., 2021).

#### **4.5.10. The Effect of Corporate Social Responsibility and Organizational Citizenship Behavior Through Prosocial Motivation**

CSR influences OCB through prosocial motivation. This effect was smaller than that of affective commitment or psychological capital. This suggests that prosocial motivation, while relevant, is less stable than intrinsic factors such as psychological capital. Song (2022) stated that prosocial motivation relies heavily on situational and contextual factors, such as the visibility and relevance of CSR activities, which may vary across organizations and employee groups. Therefore, its impact on OCB may fluctuate depending on the extent to which employees feel personally connected to the organization's social goals. This result is similar to that of Ocampo et al. (2018), who stated that OCB may fluctuate depending on social goals.

## **5. Conclusion**

The conclusions of this study are that CSR has no significant direct effect on OCB. CSR positively affects affective commitment, psychological capital, and prosocial motivation. Psychological capital is the most effective mediator between CSR and OCB. Affective commitment and prosocial motivation also positively influence OCB. However, its contribution is not as strong as that of psychological capital. This research is limited to cross-sectional methods, focuses on the banking sector, and uses self-reported data. Therefore, the results need to be further tested in different contexts. In practical terms, companies should design CSR programs that are relevant to employees, strengthen psychological capital through training, and create a work environment that supports altruistic values to maximize the impact of CSR on employee extra-role behavior.

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