

**THE EFFECT OF PSYCHOLOGICAL CAPITAL AND RESISTANCE TO CHANGE AGAINST
PERFORMANCE, MEDIATED BY
CITIZENSHIP BEHAVIOR**

(Study on Badan Keswadayaan Masyarakat in Pekalongan)

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ABSTRACT

This study purpose to analyze and describe the influence of Psychological Capital and Resistance to Changes towards OCB; Psychological Capital, Resistance to Changes and OCB against Performance; also OCB Mediation effect to the relationship between Psychological Capital and Resistance to Changes with Performance. Using a quantitative method by questionnaire to 168 samples with at least high school education level and 2 years minimum active period. The results showed that: (1) Psychological Capital has a positive and significant impact on OCB; (2) Resistance to Change has a significant negative effect on OCB; (3) Psychological Capital has a positive and significant effect on performance; (4) Changes resistance have insignificant negative effect on the performance; (5) OCB has a positive and significant effect on the performance; (6) Psychological Capital along with Changes resistance affecting OCB with $R^2 = 0,255$; (7) Concurrently Psychological Capital, Changes resistance and OCB affecting performance with $R^2 = 0,421$; (8) Capital Psychology has a direct influence on the performance, greater than the indirect effect through OCB while OCB fully mediate on the relationship between Resistance Changes and Performance.

Keywords: BKM, Organizational Citizenship Behavior (OCB), Psychological Capital, Performance, Resistance to Change.

INTRODUCTION

Poverty alleviation program is a government effort that requires a synergy between the government and the public, including through "Program Nasional Pemberdayaan Masyarakat (PNPM)" which in Pekalongan has been replicated into "Program Daerah Pemberdayaan Masyarakat (PDPM)". The executor of activity is the community itself, which in this case is represented by Badan Keswadayaan Masyarakat (BKM).

BKM is non-profit-oriented organization / institution established by the community and expected to become a place of struggle of the poor in voicing the aspiration and needs (Dirjen Cipta Karya, 2007).

BKM Pekalongan's performance in late 2015 still needs to be improved. On the financial performance, no group performing SATISFACTORY on 4 financial criteria (LAR, PAR, CCR, ROI). On the administration performance, only 14,81% BKM who implemented timely accountability report. At the institutional performance, only 33% BKM who have had "MENUJU MADANI" performance, which is the highest level institution of BKM.

Besides the phenomenon of performance mentioned above, there is also the phenomenon of policy dynamics in Pekalongan which impact on the change of BKM institution : should merge and reorganization.

Psychological Capital is one of the important things that are owned by individuals within an organizations, as the opinion of Robbins (2003) that the performance of the individuals is the foundations of the organization's performance, therefore, to create effective management understanding the individuals is important.

Many research that shows the positive and significant correlation between psychological capital and performance, including the result research of Luthans (2007), Wulandari (2015), Samir & Larso (2011) and Prijambodo & Rijanti (2015). But in the other hand there is also research that suggests the fact that psychological capital has no significant effect to performance (Pratiwi, 2015).

Change is one of the external factors that can cause such organization response like resistance to change, which is considered may also affect the performance of organizations.

In general, resistance to change negatively assessed as a major obstacle in achieving the goals change, but MUO (2014) in his study stated that 26% respondents believe that there are some useful elements in the resistance to change.

Robbins (2003) states that the successful organizations need employees who will do more of the tasks of their positions and deliver performance that exceeds expectations. Such behavior is known as Organizational Citizenship Behavior (OCB).

In line with Robbins's opinion, Anvari, Chikaji & Naha (2015) states that to be successful an organization must consider OCB's employee because it can affect the performance and productivity of employees. But there are also other studies that generate different opinions, among others is the result of Amanda (2014)'s study which states that the OCB has no significant effect on employee performance.

Empirical studies on the relationship between Psychological Capital, Resistance to Change, OCB and the Performance of Profit-oriented organization has been done, but not a lot of studies on relationship between these four variables to the non profit organization.

Based on the background described above, this study will discuss "The affect of Psychological Capital and Resistance to Change againts Performance, mediated by Organizational Citizenship Behavior" Study on Badan Keswadayaan Masyarakat in Pekalongan.

Formulation of the problems

The problems of this study are as follows:

1. How does the psychological capital effect on OCB?
2. How does the resistance to change effect on OCB?
3. How does the psychological capital effect on performance?
4. How does the resistance to change effect to performance?
5. How does the OCB effect on performance?
6. How does the psychological capital effect on performance mediated by OCB?
7. How does the resistance to change effect on performance mediated by OCB?

Research purposes

The objectives to be achieved in this study are as follows :

1. To analyze and describe the influence of the psychological capital on OCB.
2. To analyze and describe the influence of the resistance to change on OCB.
3. To analyze and describe the influence of psychological capital on performance.
4. To analyze and describe the resistance to change on performance.
5. To analyze and described the influence of OCB on performance.
6. To analyze and describe the influence of psychological capital on performance, mediated by OCB.
7. To analyze and describe the influence of the resistance to change on performance, mediated by OCB.

LITERATURE REVIEW

1. Employee's performance.

Definition of Employee's performance

Performance is the result of the work associated with organizational objectives such as quality, quantity and efficiency of work (Gibson, Ivancevich, Donnely & Konopaske (2012).

Meanwhile, according to Tika (2008) definition of performance are the results of the work function of a person / group of people in an organization that is affected by various factors in order to achieve organizational goals in a given period.

As according Mangkunegara (2015) notion of performance is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to him/her.

Mangkunegara (2015) also states that the factors that affect achievement of the performance is the capability and motivation.

In general it can be concluded that the performance is influenced by internal factors and external factors of individual organizations and other situasional.

Dimension of Employee's performance

Tika (2008) states that the elements that exist in the performance consisted of : (1) the finding of job functions; (2) factors that effect the achievement of the employees (motivation, skill, role perception, etc); (3) the achievement of organizational goals ; and (4) specific time period.

The dimation of performance by Mangkunegara (2015) consist of : (1) Quality of Work, with indicators such as : accuracy, thoroughness, skill and cleanliness; (2) The quantity of work, with indicators such as : the routine

output and how quickly can finish the extra job; (3) Reliable, with indicators include : follow instruction, initiative, caution and diligence; and (4) Attitude, with indicators such as : attitudes toward the company / organization, attitudes toward other employees, and attitudes toward work and cooperation.

2. Organizational Citizenship Behavior (OCB)

Definition of OCB

According to Robbins and Judges (2009), OCB is a discretionary behavior / choices that are not part of the formal job requirements, but employee continue to promote the effective functioning of the organization.

The term Organizational Citizenship Behavior (OCB) was first proposed by Organ (1988). Organ (1988) in the Lo & Ramayah (2009) defines OCB as a free individual behavior, not directly and explicitly associated with the reward system and can increase the effective functioning of the organization. Organ also noted that the OCB found an alternative explanation to the explanation to the hypothesis of “satisfaction based on performance”.

According Podsakof (2000) in the Lo & Ramayah (2009), there are 4 factors that drive the emergence of OCB within employees. These four factors are : (1) individual characteristic; (2) Characteristic of the task / job; (3) Organizational characteristic; and (4) The behavior of the leader.

Organ (1995) in Zurasaka (2008) suggested that OCB is affected by six factors, namely : culture & organizational climate; personality and mood; perception of organizational support; perception of the quality of the relationship / interaction boss – subordinate; years of service and gender.

Dimension of OCB

According to Lee & Allen (2002) in Beal III et al (2013), OCB comprises two factors. Organisational citizenship behaviour towards individuals (OCBI) are behaviours directed toward people. They comprise altruism and courtesy. Organisational citizenship behaviour towards organisations (OCBO) are behaviours directed toward organisations. They comprise conscientiousness, sportsmanship and virtue. Prior research has used OCB as an indicator of employees’ behavioural disposition toward positive organisational behavior.

The Lo & Ramayah (2009) cites Organ (1988) which offers five primary dimensions of OCB :

- (1) Civic Virtue. It is referring to the responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and keeping up with the changes in the organization
- (2) Conscientiousness. It defines as dedication to the job which exceed formal requirements such as working long hours, and volunteer of perform jobs besides duties.
- (3) Altruism. Smith, Organ, and Near (1983) in Lo & Ramayah (2009) defined altruism as voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances.
- (4) Courtesy. Courtesy includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future.
- (5) Sportsmanship. Organ (1988) in Lo & ramayah (2009) defined sportsmanship as the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting.

3. Psychological Capital

Definition of Psychological Capital

Although the term “psychological capital” has been mentioned briefly in various works on economics, investment, and sociology, we draw on the emerging positive psychology movement for our definition. Very briefly, positive psychology got its start just a few years ago when research psychologist Martin Seligman challenged the field to change from a preoccupation with what is wrong and dysfunctional with people to what is right and good about them. Specifically, it focuses on strengths rather than weaknesses, health and vitality rather than illness and pathology. In his recent book on Authentic Happiness, Seligman (2002) first asked the ques-tion of whether there is psychological capital, and if so, what it is and how we get it. He answered the question by suggesting that “when we are engaged (absorbed in flow), perhaps we are investing, building psychological capital for our future.” (Luthans, Luthans & Luthans, 2004).

Psychological capital is an individual’s positive psychological state of development that is characterized by: (1) Having confidence to accept and fulfill challenging tasks (self-efficacy), (2) having a positive frame of mind about the present and the future (optimism), (3) moving towards goals with efficiency and re-planning them if necessary (hope), (4) Sustaining oneself in adversity and bouncing back with success (resilience) (Avey et al., 2008; Luthans et al., 2007; Norman et al., 2010; Shahnawaz & Jafri, 2009; Walumbwa et al., 2010 in Qadeer & jaffery, 2014).

Dimension of Psychological Capital

According to Pryce-Jones (2010) in Sufya (2015) Psychological capital include mental resources that was built individual when something goes bad. These Psychological Capital includes : endurance, motivation, hope, optimism, self-confidence and energy to work.

While referring to Luthans et al (2007), Psychological capital consist of four dimension that can be described as follow : (1). Self efficacy; (2). Optimism; (3). Hope; (4). Resiliency.

4. Resistance to Change

Definition of Resistance to Change

Lewin (1947) the grand-father of change management studies (in MUO (2014) believes that change initiatives always encounter strong resistance, even when there is general agreement on the goals of the initiatives; and that organizations are naturally highly resistant to change due to the human nature (behavior, habits, group norms) and organizational inertia.

Nasution (2010) defines the resistance to change as the tendency of employees to not go hand in hand with organizational change, either due to individual fear of something unknown or operational difficult.

Piderit (2000) described the resistance to change as a response in the face of changes emanating from the third dimensions, namely component affective, behavioral and cognitive.

Based on all three of dimensions, Piderit states that resistance to change is represented by a series of negative response to change.

Dimensions of Resistance to Change

As mentioned earlier, Piderit (2000) divides the resistance to change into three dimensions, namely :

- (1). Affective component. Affective component see how you feel about the feel (anger, anxiety, etc).
- (2). Behavioral component. Behavioral component includes actions that respond to change (a complaint againts the change, influencing others that this change is not needed.)
- (3). Cognitive component. The cognitive component leads to thought about the changes (Is this necessary? What are the benefits?).

Dispositional resistance to change comprises four dimensions: routine seeking, emotional reaction, short-term focus and, cognitive rigidity (Oreg, 2006 in Archiniega & Gonzales, 2009).

Routine seeking involves the extent to which individuals prefer conventional and highly predictable tasks, procedures, and environments. Emotional reaction is focused on the extent to which individuals experience discomfort, lack of enthusiasm, and anxiety when changes are imposed upon them. Short-term focus addresses the degree to which individuals worry about all inconveniences and discomfort that change brings about, instead of focusing on the potential benefits and comfort that it could bring in the long term. Finally, cognitive rigidity involves individual's inflexibility in thinking and difficulty in accepting alternative ideas, perspectives, and methods.

RELATIONSHIP BETWEEN VARIABLE AND DEVELOPMENT HYPHOTHESIS

1. Relationship between Psychological Capital and OCB

According Shahnawaz and Jafri (2009) concept Psychological Capital proposed as one part of the set of important Human Capital, which can help overcome some of the problems in the organizations, while the OCB is individual behavior that increases the organizations's values through its contribution to the social and psychological of the organization.

Logically, there is a relationship between the psychological condition of a person with their actions. The psychological state can be said trigger or be the cause for the behavior of the individual. According Qadeer & Jaffery (2014), employee's psychological capital has an important impact on his work, as well as the significant impact on behavior that is not related to work, such as OCB.

Several previous studies concluded a positive and significant relationship between psychological capital and OCB, among others are the research of Wulandari (2015), Rachmawati & BS Prijono (2015), Beal III et al (2013).

Based on previous studies were formulated :

H₁ : Psychological capital has a positive & significant effect on OCB.

2. Relationship between Resistance to Change and OCB.

The resistance to change is generally considered a negative thing and is a major barrier towards achieving the goal of change. This is mainly because people often feel uncomfortable with new things / foreign / unknown, and they prefer stability despite progress will not be achieved in a static condition (MUO, 2014).

Two of the studies linking these to variables is the studies of Beal III et al (2013) and Mursito (2012), both studies concluded that resistance to change and OCB has a negative and significant relationship.

Based on previous studies were formulated :

H₂ : Resistance to change has a negative & significant effect on OCB.

3. Relationship between Psychological Capital and Performance.

Psychological capital is a part of a positive organizational behavior which is according to Luthans et al (2007) can be measured, managed and developed effectively for improved performance.

Several previous studies on the relationship between Psychological capital and performance, among others : the study of Wulandari (2015), Shamir & Larso (2011), Prijambodo & Rijanti (2015) and Kappagoda et al (2014), all of which came to the conclusion that the Psychological capital has a positive effect on performance.

Based on previous studies were formulated :

H₃ : Psychological capital has a positive & significant effect on performance.

4. Relationship between Resistance to Change and Performance.

Although in general there is a view that resistance to change is a big hindrance in achieving the goals of change, Pryor et al (2008) in MUO (2014) affirms that resistance is a normal reaction of changes and should be expected, as the opinion of Baker & Donaho (1995) that organizational changes should recognizes the normal resistance to change and strategic plans to enable people to work through it.

Logically, the ability of resistance to change to affect employee commitment, job satisfaction and intention to leave the organization that will ultimately affect the performance of employees.

Ahmed, Zbib, Arokasamy, Ramayah & Lo (2006) in their study concluded that resistance to change is negatively correlated with the ability to achieve the objectives and customer satisfaction. Both are variables that are very close to job performance. Similarly, the result of Rastekenary, Monsef & Majnoon (2013) which resulted the conclusion that resistance to change has a negative relationship and contrary to the result of the performance.

Based on previous studies were formulated :

H₄ : Resistance to change has a negative and significant effect on performance.

5. Relationship between OCB and Performance.

According to Robbins (2003), successful organization need employees who will do more of the tasks of their normally positions and deliver performance that exceeds expectations. Meanwhile, according to Anvari, Chikaji & Mansor (2015), OCB is considered to increase job performance properties, but it also can increase the competence of the organization, especially the performance of the work.

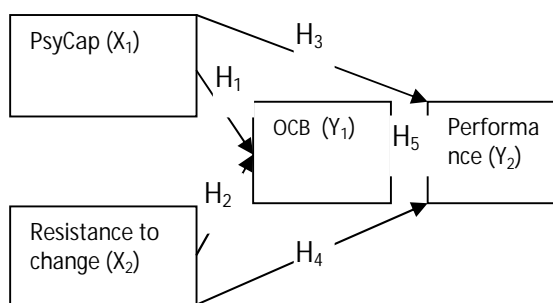
The results from several previous studies concludes that OCB has a positive impact on performance, among others research's results Wulandari (2015), Agung NH (2006), Hidayanti (2014), Anvari, Chikaji & Mansor (2015) and Padilah & Santosa (2014).

Based on previous studies were formulated :

H₅ : OCB has a positive and significant effect on performance.

Based on the commentary above, it can be elaborated with graphical model as follows :

Fig.1. Mathematical Models



METHODOLOGY AND DATA

Population and Sample

The population of this study is the board of BKM in Pekalongan which was reorganized in 2015 as a result of the incorporation of the village in Pekalongan City since 2014. The number of BKM which implementing reorganization is 15 BKM with the total number of the board 249 people.

From 249 people conducted purposive sampling with criteria used are : at least high school education level and had actively joined BKM at least 2 years. After these sampling, the total number of sample is 168 people.

Data analysis technique

1. Testing Feasibility Study Tools

a. Validity

The validity test indicates the extent of the accuracy and the precision of the measuring instrument can measure a construct.

Criteria required as a valid item loading factor is greater than or equal to 0.4 (Hair et al, 2010) and KMO must be greater than 0.5 indicating that the number of research samples are not eligible to be tasted.

b. Reliability

This reliability test is a test of reliability that is useful to know how far a measuring instrument can be reliable or trustworthy.

Criteria required as reliable instrument was coefficient Cronbach Alfa is not less than 0.7.

2. Multiple regression analysis

Furthermore, to determine the accuracy of the model used in this study will be performed multiple linear regression analysis to identify and explain the independent variables were significant on the dependent variable, and be able to explain that there maybe a linear relationship between the dependent variable with more than one independent variable.

Multiple linear regression analysis used in this study to determine the effect of independent variables partially or jointly on the dependent variable is the formula as follows :

$$\text{Model I : } Y_1 = a_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$\text{Model II : } Y_2 = a_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$$

Notes :

X_1 = Psychological Capital

X_2 = Resistance to change

Y_1 = OCB

Y_2 = Performance

a = constanta

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = coeffisien beta

e = error

2.1. Models Testing

2.1.1. Coefficient of determination

Adjusted R square is basically measure the extent model in explaining the dependent variable.

The coefficient of determi-nation is between zero and one (Ghozali, 2006).

The greater R^2 the indepen-dent indicates the dominant influence on the dependent variable. And independent va

2.1.2. F Test (Goodness of Fit)

To test the ability of all independent variables in explaining the dependent variable by looking at significant level (F).

The test criteria specified is :

Sig F < p 0.05, meaning that all independent variables tested in the model are able to explain the dependent variable.

Sig F > p 0,05, meaning that all independent variables tested in the model are less able to explain the dependent variable.

2.2. Hypothesis Testing

2.2.1. T Test

T test is to test the hyphotesis rejection of accepted and tested in the study.

This test shows how far the influence of the independent variables individually in explaining the dependent variable (Ghozali, 2006).

Tests by looking at the maximum error of the test results, if the maximum error (Sig) is less than 5%, the hypothesis being tested is acceptable.

2.2.2. Effect of mediating Test

To test the effect of mediating variables (intervening) in this study using the line path (path analysis) which is an extension of multiple regression analysis.

Path analysis is the use of regression analysis to estimate the causal relationship between variables predeter-mined by the theory.

Causal relationship between variables have been set up with a model based on the theoretical basic and which can be done by using the path analysis pattern of relationship between three or more variables (Ghozali, 2006).

According to Baron & Kenny (1986), a mediation relation-ship must meet three requirement, namely : (1) The independent variables must have a significant impact on the mediator; (2) The independent variable must affect the dependent variable; and (3) The mediator should significantly associated with the dependent variable.

RESULT AND DISCUSSION

1. Research result

Regression test results are shown in the following table :

Model	T test		Ket.
		sig	
Model I			
1 Psy Cap on OCB	0,445	0.000	Hypothe-sis accep-ted Hypothe-sis accepted
2 Resistance to change on OCB	-0,159	0.024	
Adjusted R Square : 0,255 Uji F : 29.653 ; Sig: 0,000			

Model II				
1	Psy Cap on performance.	0.365	0.000	Hypothesis accepted
2	Resistance to change on performance	-0.013	0.832	Hypothesis rejected
3	OCB on performance	0.390	0.000	Hypothesis accepted
Adjusted R Square : 0,421 Uji F : 41.448 ; Sig: 0,000				

2. Model testing

Coefficient of Determination

Based on Table 1, obtained by the Coefficient of determination can be seen that the first model regression test result showing the value of $R^2 = 0.255$, meaning that Psychological capital and Resistance to change were able to explain OCB amounted to 25,5% , the remaining (74,5%) influenced by other variables outside the model.

Regression test result showed that the second model has value of $R^2 = 0.421$, means that Psychological capital, Resistance to change and OCB were able to explain performance amounted to 42,1%, the remaining (57,9%) influenced by other variables outside the model.

F test

Based on Table 1, the first model has F test result that indicate significant values (< 0.005), means that the Psychological capital and Resistance to change jointly significant effect on OCB.

F test result on the second model showed a significant value ($\text{sig} < 0.005$) , means that Psychological capital, Resistance to change and OCB jointly significant effect on performance.

Thus, both of these models have been eligible goodness of fit.

3. Hypothesis testing

T test

Based on the first model testing result on Table 1, the influence of the independent variable on the dependent variable can be explained as follows :

1st Hypothesis : Psychological Capital has a positive & significant effect on OCB

The first hypothesis testing result showed a significant value = 0.000, and Beta value = 0.445. So that the first hypothesis is accepted because Psychological capital has a positive and significant effect on OCB.

2nd Hypothesis : Resistance to Change has a negative & significant effect on OCB

The second hypothesis testing showed a significant value = 0.024, and beta value = -0.159, so the second hypothesis accepted because these result showed that resistance to change has a negative and significant effect on OCB. This means that the higher resistance to change of employee will lower OCB's employee.

3rd Hypothesis : Psychological Capitas has a positive & significant effect on Performance.

The third hypothesis testing result showed a significance value = 0.000 and beta value = 0.365, so that third hypothesis can be accepted. This means that the higher Psychological capital of BKM's board will improved their performance.

4th Hypothesis : Resistance to Change has a negative & significant effect on Performance

The fourth hypothesis testing result showed a significance value = 0.832 (> 0.05) and beta value = -0.013. It can be said that Resistance to change has a negative effect on Performance, but not significant, so that the fourth hypothesis must be rejected.

5th Hypothesis : OCB has a positive & significant effect on Performance

The fifth hypothesis testing result showed a significance value = 0.000 and beta value = 0.390, so that fifth hypothesis can accepted. This means that the higher OCB behavior will be improved performance.

Effect of mediating test

Testing the effect of mediation on this study done by comparing the effect of direct and indirect influence.

1st Model : Effect of Psychological capital on Performance mediated by OCB

More specifically, the pathways of Psychological capital's influence on performance mediated by OCB can be seen on Figure 2 below:

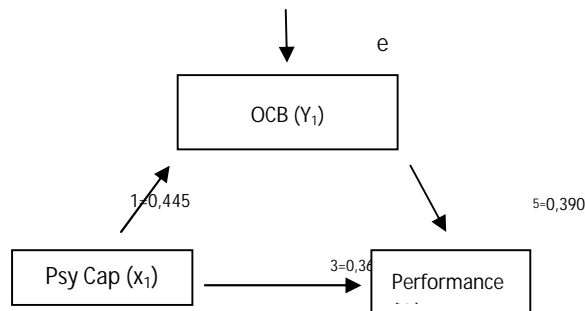


Fig 2. The Pathways of Psychological capital's influence on Performance, mediated by OCB

2nd Model : Effect of Resistance to Change on Performance mediated by OCB

More specifically, the pathways of Resistance to change's influence on performance mediated by OCB can be seen on Figure 3 below:

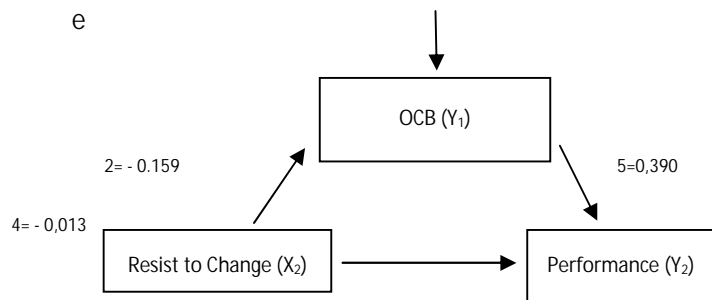


Fig 3. The Pathways of Resistance to change's influence on Performance, mediated by OCB

Discussion

Based on the result of regression analysis, can be explained as follow :

- (1) Psychological capital has a positive an significant effect on OCB, this is consistent with the result studies of Beal III et al (2013), Qadeer & Jaffery (2014), Rina W (2015) and Rachmawati & Suko (2015). Thus, to improve the OCB's behavior of BKM's board can be done by increasing their Pscycolgical capital.
- (2) Resistance to change has a significantly negative effect on OCB. This is similar to the result study of Beal III et al (2013) but oppositely with the result study of Wibowo (2012). This means the BKM's board resistance to change must be minimized in order to improve their OCB's behavior.
- (3) Psychological capital has a significantly positive effect on performance. These result differ from the result studies of Amiludin & Fauzan (2015), Murdiono & Fauzan (2015) and Pratiwi (2015), but it has support the result studies of Kappagoda et al (2014), Rina (2015), Samir & Larso (2011) and Prijambodo & Rijanti (2015).
- (4) Resistance to chane has no significant effect on Performance. Although the result of this study show the negatively direction of resistance to change's influence on performance as similar to the result studies of Ahmed et al (2006) and Moonsef & Majnon (2013), but did not like these two result study were resistance to change has a significant effect on performance, in this study it was not proven.
- (5) OCB has a positive and significant effect on Performance. This is in line with the result studies of Anvari et al (2015), Wulandari (2015), Hidayanti (2014), Nugroho (2006) and Padilah & Santosa (2014).

- (6) On the pathways of effect psychological capital on performance mediated by OCB can be seen that the direct effect (0.365) is greater than indirect effect (0.1602), so it can be concluded that **OCB mediate the Psychological capital influence on Performance, but with a smaller effect.**
- (7) On the pathways of effect resistance to change on performance mediated by OCB can be seen that the direct effect is insignificant while the indirect effect through OCB significantly, thus without further testing has concluded that resistance to change can only affect performance through OCB, or in other words **OCB full mediate the relationship between resistance to change and performance.**

CONCLUSION

Based on data analysis and discussion of the result that have been described in previous chapter, it can be concluded that :

- (1) Psychological capital has a positive and significant effect on OCB, which mean that increased of the Psychological capital of BKM's board will trigger an increase in their OCB behaviors.
- (2) Resistance to change has a negative and significant effect on OCB, meaning that increased BKM's board resistance to change can cause a decrease in their OCB behaviors.
- (3) Psychological capital has a positive and significant effect on Performance, which mean that the better of Psychological capital of BKM's board will improve their Performance.
- (4) Resistance to change has a negative effect on performance but not significantly, mean that an increase or decrease in the BKM's board resistance to change has no direct effect on their performance.
- (5) OCB has a positive and significant effect on performance, meaning that the higher OCB behaviors of BKM's board will improve their performance.
- (6) OCB mediate relationship between Psychological capital and performance, but not in full (direct influence greater than indirect effect).
- (7) Influence of Resistance to change on Performance mediated full by OCB, meaning that the resistance to change of BKM's board only influence performance through their OCB behaviors.

Suggestion

Some suggestion based on the conclusion and limitations are :

- (1) The Psychological capital of BKM's board needs to be maximized in order to improve their OCB behaviors. "Believe there are many ways in dealing with the problem" is the best possible indicator to support increasing the Psychological capital.
- (2) The Resistance to change of BKM's board needs to minimized in order to improve their OCB behaviors. "Consistently views over time" is the indicator to watch out because it was most supporting indicator to increase Resistance to change.
- (3) OCB behavior BKM's board needs to be maximized in order to improve their performance.
- (4) To improve BKM performance, needs to be maximized indicator "Able to work with leaders & coworkers" which is the best indicator to support performance management.

1.Limitations

This study has several limitations, among others :

- (1) In this study, the background of the respondents is relatively diverse, both in terms of educational background (mostly high school), age, duration active in BKM, and socio-economic level. The complexity of the background of the respondent is thought to cause the differences in the perception of respondents in addressing / asses relationships between variables in this study.
- (2) One of this result study has been able to show that resistance to change negatively affects performance, however, has not been able to prove that the effect is significant, so it still needs further research on this subject.

2.Future research

Recommendations for further research based on the conclusions and limitations of this study, are :

- (1). It needs additional or advances studies about the same topic with a population consisting of all BKM in Pekalongan City to determine whether the wider population is affecting the result study / conclusion.
- (2). The population and sample of this study are BKM volunteer, need to do the study with equal topic with population consisting of the member of profit organization or people who get salary from their

activities, like company employee / civic servant, to determine whether the wider population is affecting the result study / conclusion.

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