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Readiness for Organizational Change as a Mediator of Psychological Capital and Servant Leadership toward Customer-Oriented Organizational Citizenship Behavior

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Abstract: The policy of the Indonesian government to merge several similar companies into one company under one holding company has resulted in many changes to the organization. Managers are the locomotive in dealing with changes, and few studies have examined customer-oriented organizational citizenship behavior. This study aims to examine the role of managers' psychological capital and servant leadership in their customer-oriented-organizational citizenship behavior, which mediates readiness for organizational change. Using a quantitative explanatory method (on the responses of 429 lower and middle managers in the manufacturing state-owned enterprises in Indonesia), the mediating role of readiness for organizational change on the impact of psychological capital and servant leadership on customer-oriented organizational citizenship behavior was tested. The research confirmed that psychological capital and servant leadership influenced readiness for organizational change. As a personal characteristic, psychological capital had a greater influence than the perception of great servant leadership. Readiness for organizational change has a moderately mediated relationship between psychological capital and servant leadership to customer-oriented organizational citizenship behavior. Psychological capital factors are personal resources that significantly determine the customer-oriented-organizational citizenship behavior mediated by readiness for organizational change than great servant leadership. The results imply the management's need to improve its psychological capital to enhance readiness for change. This should be followed by improving servant leadership in leading managers as subordinates.

Keywords: readiness for organizational change, psychological capital, servant leadership, customer-oriented organizational citizenship behavior.

组织变革的准备作为心理资本和仆人式领导对以客户为导向的组织公民行为的中介

摘要：印度尼西亚政府将多家类似公司合并为一家控股公司旗下的一家公司政策导致该组织发生了许多变化。管理者是应对变革的火车头，很少有研究考察以客户为导向的组织公民行为。本研究旨在探讨管理者的心理资本和仆人式领导力在其以客户为导向的组织公民

行为中的作用，从而调节组织变革的准备情况。采用定量解释方法（对印尼制造业国有企业 429 名中下管理人员的调查），组织变革准备度在心理资本和仆人式领导对顾客导向组织公民行为影响中的中介作用 被测试了。研究证实，心理资本和仆人式领导力会影响组织变革的准备程度。作为个人特征，心理资本比伟大仆人式领导的认知具有更大的影响力。组织变革的准备度在心理资本和仆人式领导与以客户为导向的组织公民行为之间存在适度的中介关系。心理资本因素是个人资源，它显著决定以客户为导向的组织公民行为，而这种行为是由组织变革的准备程度所介导的，而不是伟大的仆人式领导力。结果表明，管理层需要改善其心理资本，以增强变革的准备能力。接下来应该改善作为下属的领导管理者的仆人式领导。

关键词：组织变革准备, 心理资本, 仆人领导力, 客户导向的组织公民行为。

1. Introduction

Companies or organizations experience changes due to external pressures such as technology, government regulations, and industrial changes [1]. For instance, Industrial Revolution 4.0 caused private and state-owned companies to change their use of digital technology. This significantly impacted many organizational aspects, such as forcing Human Resources (HR) to have the necessary competencies [2]-[3]. The policy of the Indonesian government to unite several cement companies as operating companies under one holding company has resulted in many changes to the organization, such as differences in employment status, remuneration system, and corporate culture, which have had direct or indirect impacts on employees. Managers must implement changes and encourage subordinates to be prepared for them [4]-[5]. Full preparedness for changes is vital in dealing with the situation. Companies must produce qualified products and excellent services to survive and improve performance. Therefore, conducting studies on managers' readiness for organizational change is essential.

Employees' positive work behavior is expected to emerge in situations of change. Organizational citizenship behavior (OCB) is a positive behavior that improves an organization's ability to adapt to environmental changes [6]. OCB at the organizational level can increase productivity, efficiency, and customer satisfaction and reduce costs and turnover. Work behavior, especially in-service tasks by providing extra services for internal and external customers outside the work system, is called customer-oriented organizational citizenship behavior (CO-OCB). Extra services for the internal customer (employee) are also needed even though it is not a service company, especially in dealing with changing situations. According to [7], CO-OCB improves service delivery procedures to be more effective, improves service quality, develops pleasant customer interactions, and

offers innovative ideas for service development to increase customer satisfaction.

Organizations should act through their members to ensure long-lasting changes when employees behave appropriately [8]. However, employees may resist because of individual perceptions of the impact of the change. Individuals question the necessity for change when the company is going the right way [9]. There is also a possibility that employees will experience adverse reactions. One of these negative reactions is resistance to change, especially when employees have to change something they have been doing for years and are already comfortable with the existing conditions [10]. Therefore, employee attitudes and behavior toward organizational change should be considered and prepared beforehand.

Readiness for change refers to members' beliefs, attitudes, and intentions toward the organization's capacity to implement the changes [4]. Positive emotions about the organization influence employee acceptance of change initiation. This occurs initially when the organization introduces changes throughout the implementation process [11].

Many studies have been conducted on personal characteristics and internal context enablers as the causes of readiness for organizational change [1]. As found in [12], self-evaluation is positively correlated with individual readiness for change. Employees who are confident about their abilities and able to cope with stressful events perceive changes positively and become better prepared, consistent with the psychological capital concept. Psychological capital is the development of a positive psychological state [13] and an individual trait [14].

Organizations need to be aware of the potentially stressful impact of change and should go the extra mile to provide support without draining the resources of their employees [15]. The role of the leader becomes crucial in supporting this. As agents of change, leaders have an essential role in implementing change, preparing subordinates to follow the changes [4], and

directly affecting employees' OCB [6].

Many studies on readiness for organizational change have been conducted in the last five years involving transformational leadership [16]-[20]. Furthermore, there has been an enormous and fundamental organizational change in Indonesia. During that time, employees were stressed because of many demands of the company. They were pressured to adjust on a large scale, requiring servant leadership characteristics to promote readiness for change. Servant leadership introduces and implements change because it focuses on subordinates and emphasizes the importance of employee growth and development. Moreover, employee growth and development should be fully emphasized during the change process [21].

Previous studies have shown that psychological capital and leadership influence organizational change readiness, primarily transformational leadership, whereas servant leadership has not been widely studied in the context of change. However, it is necessary to study the effect of psychological capital and servant leadership on organizational change readiness, which is predicted to have a potential influence. The study also shows that servant leadership (SL) significantly impacts OCB [22]-[23]. Therefore, this research aims to determine the role of organizational change readiness in mediating the impact of psychological capital and servant leadership toward customer-oriented organizational citizenship behavior on managers of state-owned manufacturing enterprises in Indonesia.

2. Literature Review

2.1. Customer-Oriented Organizational Citizenship Behavior (CO-OCB)

Organizational Citizenship Behavior (OCB) represents individual discretionary behavior not directly or explicitly recognized by the formal reward system and that, in the aggregate, promotes the effective functioning of the organization [24]. Previous studies on OCB at the individual level have been associated with its effect on job satisfaction or perceptions of fairness. The assumption is that the total OCB from the individual level will increase the organization's overall effectiveness by increasing customer satisfaction [25]. CO-OCB is built based on the OCB concept from [24], which is defined as employees' extra-role behavior in customer service that goes beyond their job description but may not receive formal performance recognition grading and reward system. According to [26], CO-OCB in employees can increase perceptions of customer satisfaction.

Factors that influence OCB are categorized as follows [6]: (a) individual differences including personality (e.g, awareness and friendliness), ability, experience, training, knowledge, indifference to appreciation, need for autonomy, motivation, and

individual values; (b) work attitudes are emotions and cognitions based on individual perceptions of the work environment, namely: organizational commitment, perceptions of leadership and organizational support person – organization fit, job satisfaction, psychological contracts, and perceptions of fairness; (c) contextual factors are external influences from work, group work, organization, or environment, including task characteristics, attitudes to work, leadership style, group characteristics, organizational culture, and social role expectations. Several relevant theories show that job satisfaction and work attitudes influence OCB more than core task performance and productivity. In addition, no one type of work attitude is dominant in predicting OCB. Meanwhile, personality mostly indirectly influences OCB [27].

OCB has several dimensions. As stated in [24], OCB consists of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Meanwhile, three dimensions of OCB were proposed in [28]: loyalty, service delivery, and participation. According to [6], the dimensions of OCB are helping, sportsmanship, organizational loyalty, individual initiative, and self-development. This study summarizes seven service-oriented dimensions to customers (internal and external), referred to as customer-oriented organizational citizenship behavior (CO-OCB). These dimensions include helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

2.2. Psychological Capital and Readiness for Organizational Change

Employees require proper knowledge, skills, and tools to meet job demands using new strategies in organizational change. The role of personal resources requires further exploration. Studies on attitudes toward change use personal resources as predictors, mediators, and moderators [29]. Psychological capital is a personal resource that directly influences the perception of work demands and the resources that affect one's well-being [30]. During the global COVID-19 pandemic, there have been structural changes or merging of factories and manufacturing industries in Indonesia over the past two years. Holding companies, regulations, and SOPs for various subsystems were established because of the impact of the COVID-19 outbreak. This resulted in changes in the work system (WFO-WFH) and human and other resources, causing many companies to experience a critical period. Consequently, employees were required to work more optimally and productively. One important aspect is human capital, which is the most critical resource in psychological capital.

According to a meta-analysis study, psychological capital influences job satisfaction, performance, attitude, organizational citizenship, and undesirable

behavior [31]. Furthermore, other studies discovered that it improves individual readiness for organizational change [32]-[37]. It also generates cognitive assessment, which causes an emotional reaction to influence attitudes or behavior toward change [14]. Individual psychological capital is defined by the confidence to choose to succeed in complex tasks (self-efficacy) and the ability to make optimistic predictions about current and future success (optimism). Other characteristics include diligence in achieving goals, diverting ways to achieve success (expectation), and bouncing far beyond the original state after encountering difficulties (resilience) [13]. Self-efficacy or self-confidence is the belief in using motivation, cognitive abilities, and actions required to accomplish a particular task [13]. This is important when dealing with change. Expectation and optimism make employees believe in the success achieved when changes are implemented and not easily give up on their goals [38].

2.3. Servant Leadership and Readiness for Organizational Change

Managers play an essential role in bringing about change in an organization. As stated in [39], transformational leadership could increase employee readiness by creating a vision and seeking institutional change. However, it emphasizes developing subordinates' creativity and ingenuity. Servant leadership focuses on maximizing the potential of subordinates and promoting their personal growth [40]. This means that transformational approaches place greater emphasis on organizational and individual growth.

Additionally, servant leadership focuses on addressing needs and empowering staff [41]; thus, changing influence entails the leader removing barriers to problem-solving. This results in an elevated impression of organizational change, necessitating personnel readiness and openness [42]. Servant leadership improves organizational effectiveness by concentrating on and prioritizing the interests of subordinates [43].

According to several studies, the components that distinguish servant leadership from other styles are leaders' primary goals and self-concept. Leadership is about serving others [44]. During the transition, employees are stressed by uncertainty. Servant leadership promotes emotional healing among subordinates during stressful situations [45]. According to [46], it also fosters task effectiveness, organizational stewardship, self-motivation, and future skills. This means that leadership conduct is constant and contributes to employee trust, particularly in change situations [47].

This study employs the servant leadership dimensions created in [48], which include conceptual, prioritizing, assisting subordinates, ethical conduct,

emotional recovery, and building collaborative value skills.

2.4. Readiness for Organizational Change and CO-OCB

Readiness for organizational change (ROC) is vital in the change process. ROC plays a role in shaping behavior that supports organizational change, such as compliance, cooperation, championing, and commitment to change, and makes employees strive more persistently in implementing change [49]-[51]. Readiness for change can also reduce employee resistance to change [36], [52]. Research shows that employees with high resistance to change have low OCB [53]. Other studies show that resistance to change mediates the relationship between psychological capital and OCB [54]. OCB improves an organization's ability to adapt to a changing environment. Employees with close ties to the market voluntarily provide information about changes in the environment and advice on how to respond to these changes so that organizations can adapt quickly. Employees who display conscientious behavior (e.g., willingness to assume new responsibilities) and learn new skills) will increase the organization's ability to adapt to environmental changes [55].

Based on the results of this study, we assume that employee readiness for organizational change will reduce resistance to change, which can cause them to emerge more vital service behavior within the organization (CO-OCB).

2.5. Hypotheses

This study examined how psychological capital and servant leadership affect managers' CO-OCB by placing the ROC as a mediator (see Figure 1). Therefore, we propose three hypotheses:

Hypothesis 1: The impact of psychological capital on customer-oriented organizational citizenship behavior is mediated by readiness for organizational change.

Hypothesis 2: The impact of servant leadership on customer-oriented organizational citizenship behavior is mediated by readiness for organizational change.

Hypothesis 3: The impact of psychological capital and servant leadership on customer-oriented organizational citizenship behavior is mediated by readiness for organizational change.

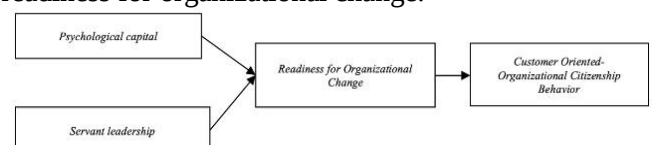


Fig. 1 Research model (Developed by the authors)

3. Method

3.1. Participants and the Procedure

Convenience sampling was performed at four operating and holding companies in Indonesia's cement manufacturing state-owned enterprise. The companies made organizational changes by merging similar SOEs because of the COVID-19 outbreak. Questionnaires were distributed online via email to line and middle managers in the three operating companies of the cement holding company. The distribution of the questionnaire took 2 months. The researchers obtained 436 responses, but seven were incomplete; therefore, 429 respondents provided data for this research, including 109 line managers and 320 middle managers.

The subjects of this research are specifically targeted at individuals holding managerial positions within state-owned enterprises who also meet the criteria of being permanent employees with a minimum tenure of one year and a willingness to actively participate in the study. Focusing on the managerial level provides a unique perspective, as individuals in these roles often play critical roles in decision-making and organizational strategy. The requirement for a minimum one-year tenure ensures that the selected participants possess a foundational understanding of their organizational context, contributing to a nuanced exploration of managerial challenges and dynamics within the context of state-owned enterprises. The commitment of these managerial employees to becoming research participants is integral to obtaining firsthand insights into their experiences, decision-making processes, and the broader organizational landscape, thereby enriching the depth and relevance of the research findings.

3.2. Measures and Instruments

Readiness for Organizational Change was measured using a questionnaire adapted from [56]. The proposed measurement instrument measures readiness for organizational change at the individual level. The scale consists of 4 dimensions and 25 items with 10 items discussing appropriateness (e.g, this change makes my job easier; this change matches the priorities of our organization), six items discussing management support (e.g, our senior leaders have encouraged all of us to embrace this change; every senior manager has stressed the importance of this change), six items discussing change efficacy (e.g, when we implement this change, I feel I can handle it with ease; I have the skills that are needed to make this change work), and three items discussing personal valence (e.g, this change will disrupt many of the personal relationships I have developed). The alpha coefficient was 0.94 in the Indonesian worker sample. Evidence of validity was obtained from the internal structure using the CFA model. Measurement criteria were based on comparative fit index (CFI) ≥ 0.90 ; root mean square

error of approximation (RMSEA) < 0.08 ; and standardized root mean square residual (SRMR) < 0.06 [57]. The result showed a good fit (RMSEA = 0.058, SRMR 0.059, and CFI 0.94).

The Psycap Questionnaire (PCQ) developed by [13] was used to measure psychological capital. There are 24 items in the PCQ that are divided into four components: self-efficacy (e.g, I feel confident when I am looking for a solution to a long-term problem); hope (e.g, If I were in a difficult situation at work, I could think of many ways to get out of it); resilience (e.g, In one way or another, in general, I can manage work and its difficulties); and optimism (e.g, When things are uncertain for me at work, I usually expect the best). All items are rated on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) with acceptable Cronbach's alpha value of 0.95. CFA showed that the measurement model fitted the empirical data well (RMSEA = 0.08, SRMR=0.014, and CFI=1.000).

The instrument for measuring the servant leadership survey by [48] used a Likert scale with seven response options. The scale consisted of 7 dimensions and 28 items with a Cronbach's alpha value of 0.95. Examples are "My supervisor can tell if something is wrong with work" and "My supervisor emphasizes the importance of giving feedback to the company/organization." Employees are asked to rate their supervisors using this questionnaire. The fixed index of CFA also showed a good fit (RMSE = 0.075, SRMR= 0.015, CFI 0.990).

CO-OCB is measured through a measuring instrument made by [58], consisting of 7 dimensions and 28 items with a 5-point scale (1 = never and 5 = always). The Cronbach's alpha was 0.94, and the CFA result showed a good fit (RMSEA=0.075, SRMR = 0.016, CFI =0.987). The item samples are "Provide assistance to prevent problems arising in work in the work group" and "Promoting the organization's image to outsiders."

3.3. Ethics Statement

Ethical clearance was obtained from the Ethics Committee of Universitas Padjadjaran (Ethics clearance no. 913/UN6.KEP/EC/2021). Information and informed consent forms are included in the electronic questionnaire for data collection in participating organizations. First, it explains the nature and rationale of the research. Second, it informs participants that their participation in the research is voluntary and that they can withdraw at any time before submitting their responses. Participants were also informed that their non-participation or withdrawal from the study would not be disclosed to anyone other than themselves. Therefore, there would be no consequences if they decided not to participate. Third, the information page also clarifies that responses will remain anonymous and that tracing responses back to individuals is impossible. If participants wish to discuss any aspect of the research, the contact details of the

researcher and research supervisor are provided.

6-10 Years	74	17.25%
More than 10 Years	328	76.45%

4. Results

4.1. Descriptive Statistics

Table 1 shows the respondents' demographics. Most of them are male (89.51%), and 76.45% have worked for over ten years. Table 2 shows that respondents have a high readiness for organizational change. This indicates that managers have high readiness to deal with organizational change, which also applies to the psychological capital variable. The mean value obtained shows that respondents have substantial positive psychological capital and believe that their managers have strong servant leadership.

Table 1 Respondents' demographic data (Developed by the authors)

	Total	%
Gender		
Female	45	10.49%
Male	384	89.51%
Age		
Baby boomer	2	0.46%
Gen X	286	66.67 %
Millennial	141	32.87%
Tenure		
1-5 Years	27	6.30%

Table 2 Descriptive statistics (Developed by the authors)

Variable	Min	Max	SD	Mean
Readiness for organizational change	2.52	7.00	0.87	5.39
Appropriateness	2.40	7.00	0.98	5.49
Management support	1.00	7.00	0.84	5.48
Change Efficacy	2.67	7.00	1.28	5.00
Personal valence	1.00	7.00	0.87	5.39
Psychological Capital	2.61	5.00	0.45	4.09
Efficacy	2.33	5.00	0.54	4.21
Hope	2.83	5.00	0.47	4.15
Optimism	2.60	5.00	0.47	4.01
Resiliency	2.50	5.00	0.53	3.99
Servant leadership	1.78	7.00	0.88	5.12
Conceptual skills	1.75	7.00	0.95	5.65
Empowering	1.67	7.00	0.90	5.75
Helping subordinates grow and succeed	1.00	7.00	1.14	5.15
Putting subordinates first	1.00	7.00	1.21	4.14
Ethical behavior	1.25	7.00	1.01	5.53
Emotional healing	1.00	7.00	1.12	4.48
Creating value for the community	1.50	7.00	0.92	5.33

4.2. Measurement Models

The variance-based PLS-SEM is used in Smart-PLS to calculate the reliability of the measurements through Cronbach's alpha, discriminant validity, convergent validity, and indicator reliability [59]. These measures help validate the measurement model of our framework (Figure 2).

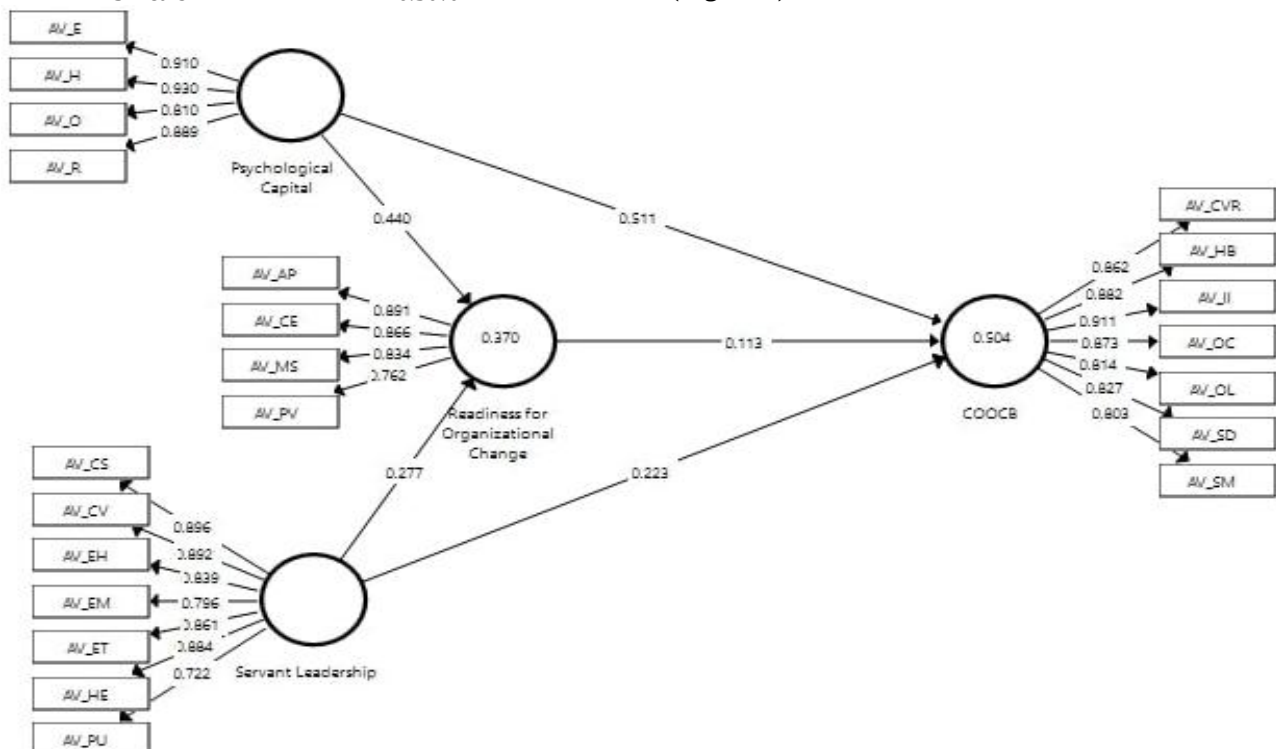


Fig. 2 Measurement model (Developed by the authors)

Moving to the internal consistency of the variables used in this study, Cronbach's alpha and composite reliability were used to check the reliability of the variables. According to past research, the cut-off values set for the acceptance of the criteria for a variable to be reliable are 0.7. As shown in [60], the statistics corresponding to these tests should be more than the said value. In this study, both Cronbach's alpha and

composite reliability show statistics above 0.7; hence, indicating that the scales used for the present study will generate similar results when used in the future, thus establishing the reliability of the measured constructs.

In addition to the tests used (factor loading, AVE, and VIF) for validating the scales, the Fornell and Larcker criteria and hetero mono trait ratios have also been introduced in the present study to authenticate the

results obtained by previous tests. The Fornell and Larcker criteria indicate the correlation among the variables used in the study [61]. According to [62], the results show valid correlations among the variables when the first value in each column is higher than the rest of the values below. The present study results show that the Fornell and Larcker criteria are reported in Table 3 and meet the acceptance criteria. The bold values reported in the table indicate that the variables used in this study are valid.

Table 3 Discriminant validity (the Fornell and Larcker criteria)
(Developed by the authors)

	COOCB	PC	ROC	SL
COOCB	0.854			
PC	0.665	0.886		
ROC	0.498	0.554	0.84	
SL	0.484	0.41	0.457	0.844

Notes: COOCB - customer-oriented organizational citizenship behavior, PC - psychological capital, ROC - readiness for organizational change, SL - servant leadership

Similarly, another measure used to check the scale

validity is the HTMT ratio [61]. The test results indicate that the scales used in this study to measure the concepts are valid. The acceptance of the HTMT ratio is based on the values generated for this test, which should be less than 0.85. In the present study, the values obtained show statistics of less than 0.85, hence supporting the validations proposed by the previous tests (Table 4).

Table 4 Discriminant validity (HTMT ratio) (Developed by the authors)

	COOCB	PC	ROC	SL
COOCB				
PC	0.717			
ROC	0.535	0.604		
SL	0.507	0.432	0.489	

Notes: COOCB - customer-oriented organizational citizenship behavior, PC - psychological capital, ROC - readiness for organizational change, SL - servant leadership

The measurement model generated the results for the reliability and validity of the scales used in this study (Table 5).

Table 5 Model measurement (Developed by the authors)

Construct/Indicator	Item Loading (Alpha)	Composite Reliability	AVE	VIF
Readiness for Organizational Change	$\alpha = 0.86$	0.90	0.70	
AV_AP	0.89			2.83
AV_CE	0.87			1.99
AV_MS	0.83			2.15
AV_PV	0.76			1.71
Psychological Capital	$\alpha = 0.91$	0.94	0.78	
AV_H	0.93			4.11
AV_E	0.91			3.51
AV_R	0.89			2.86
AV_O	0.81			1.94
Servant Leadership	$\alpha = 0.93$	0.94	0.71	
AV_CS	0.90			4.30
AV_CV	0.89			3.71
AV_HE	0.88			3.47
AV_ET	0.86			3.16
AV_EH	0.84			3.22
AV_EM	0.80			2.07
AV_PU	0.72			2.22
COOCB	$\alpha = 0.94$	0.95	0.73	
AV_II	0.91			4.47
AV_HB	0.88			3.64
AV_OC	0.87			3.11
AV_CVR	0.86			2.90
AV_SD	0.83			2.52
AV_OL	0.81			2.56
AV_SM	0.80			2.24

These results were estimated using factor loadings, Cronbach's alpha, composite reliability, average variance extracted (AVE), and variance inflation factor (VIF). According to different authors, one of the measuring criteria for the results to be valid is that the items show a factor loading of above 0.5 [63]. This study shows that all the items included in the study have a factor loading of above 0.5, which shows that the items are measuring the dimension of the variable expected to measure.

Furthermore, according to the authors, the AVE values are more than 0.5, indicating that items measure

a variance more than the errors in that particular variable [64]. AVEs for this study were also calculated to be above 0.5, indicating an adequate measure of variance. Furthermore, the VIF, according to the authors, has been said to show values less than five as it indicates a moderate correlation of the items with each other [65]. Hence, in this study, the VIF values reported by the software are all below five, thus showing that items of each variable are moderately correlated.

4.3. Structural Model

SmartPLS software is used for structural models using bootstrapping techniques to test whether the data obtained support the hypothesis. The statistics used in this study to check the significance of the hypothesis are the β value, t statistic, and p -value. The acceptance criteria used are that the t -statistic must be more than 1.92, the p -value is less than 0.05, and VAF (variance accounted for) [66]. Data were run to bootstrap the 5,000 subsamples at 95% confidence intervals (see Figure 3).

Table 6 reports the direct effects of the study. All paths were accepted based on the results, indicating strong direct effects ($\beta = 0.113$ - 0.511 , t -value = 2.40 –

11.12, $p < 0.05$). The indirect effects of the study indicate the mediation effects between the relationship between COOCB and psychological capital and servant leadership (Table 7). These hypotheses were accepted/rejected based on the values of β , the t -statistic, the variance accounted for, and the p -value. There are three interpretations of VAF: weak ($< 20\%$), moderate ($20\% < \text{VAF} < 80\%$), and strong ($> 80\%$). The table shows that ROC moderately mediated (VAF = 21.18 %) the relationship between psychological capital and COOCB ($\beta = 0.050$, t -value = 2.353, $p = 0.019$) and the relationship between servant leadership and COOCB ($\beta = 0.031$, t -value = 2.183, $p = 0.030$).

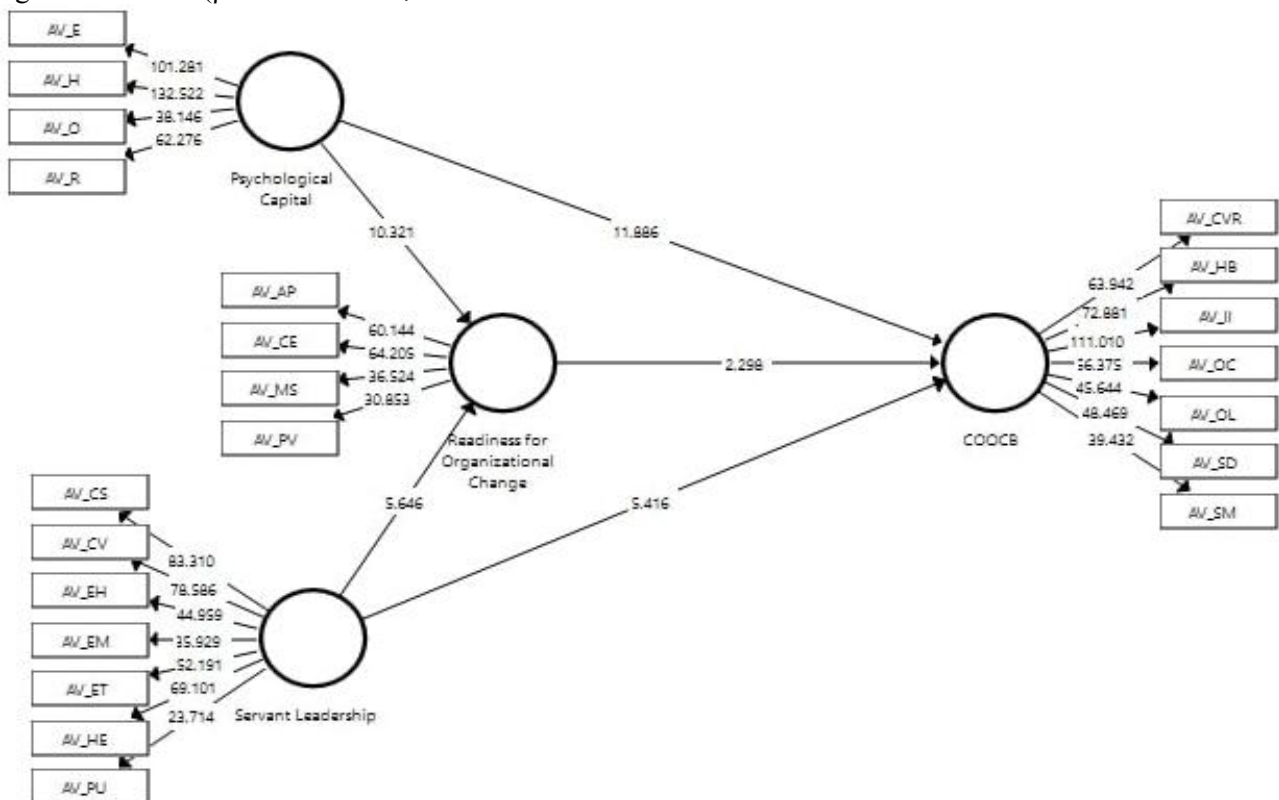


Fig. 3 Structural model (Developed by the authors)

Table 6 Direct effects (Developed by the authors)

Model	Beta	SD	T statistics	P Value
PC -> COOCB	0.511	0.046	11.120	0.000
PC -> ROC	0.440	0.041	10.730	0.000
ROC -> COOCB	0.113	0.047	2.420	0.016

SL -> COOCB	0.223	0.040	5.610	0.000
SL -> ROC	0.277	0.045	6.139	0.000

Notes: COOCB – customer-oriented organizational citizenship behavior, PC - psychological capital, ROC - readiness for organizational change, SL - servant leadership

Table 7 Indirect effects (Developed by the authors)

Model	Beta	VAF (%)	SD	T statistics	P Value
PC -> ROC -> COOCB	0.050	8.87%	0.021	2.353	0.019
SL -> ROC -> COOCB	0.031	12.31%	0.014	2.183	0.030

Notes: COOCB – customer-oriented organizational citizenship behavior, PC - psychological capital, ROC - readiness for organizational change, SL - servant leadership

5. Discussion

The main theoretical contributions of this research are as follows. First, there is an enormous previous study regarding the role of servant leadership and CO-OCB in hospitality. This study contributes to the servant leadership literature by expanding the positive outcomes of servant leadership in state-owned

manufacturing enterprises (SOE). Thus, this finding adds to prior studies on different sectors and highlights the importance of having servant leaders at the managerial level to encourage actions oriented toward customer satisfaction. We found that servant leadership and CO-OCB are needed in various sectors of enterprises, not limited to hospitality and public

service.

Second, regarding continuous organizational changes, we found that readiness to change mediates the impact of psychological capital and servant leadership toward CO-OCB. This is a new model as an alternative and a different perspective from previous findings [67]. This model of servant leadership demonstrated the impact of a leader's role in the context of organizational changes. The changes might not run smoothly without the manager's psychological resources and role in prioritizing subordinates' interests and needs in facing organizational challenges.

The research results indicate that readiness for organizational change can mediate the relationship between psychological capital and servant leadership in CO-OCB. This means that employees will have higher service behavior if they are more prepared to face organizational change. Readiness for organizational change is formed when employees have substantial psychological capital and perceive good servant leadership from their supervisors. According to [14], psychological capital influences positive emotions, employee attitudes, and behavior. Employees with good psychological capital also have good attitudes toward change.

Similarly, employees' perceptions of their supervisors' servant leadership will stimulate them to overcome organizational change more effectively. According to [21], servant leadership prepares and guides subordinates through change. By demonstrating their altruism, they avoid resistance to change.

The influence of psychological capital as a personal characteristic on CO-OCB through readiness for organizational change is greater than that of servant leadership toward CO-OCB. This shows that employees' internal factors contribute more to their readiness for organizational change. Although the influence of servant leadership on readiness for organizational change is not as strong as that of psychological capital, the role of servant leadership still needs to be maintained and improved so that employees can prepare and support ongoing or future changes. A framework was proposed in [21], in which servant leadership plays a role at every stage of Lewin's model of change. Lewin's model focuses highly on subordinates and repeatedly emphasizes the importance of employee growth and development throughout the change process. The essence of servant leadership is the growth of subordinates. Thus, servant leadership is ideal for introducing and implementing change using Lewin's change model.

The results also showed that readiness for organizational change moderately mediated the influence of psychological capital and perceived servant leadership toward CO-OCB. To maintain a high CO-OCB, employees must be prepared to manage organizational changes. Therefore, the employee's psychological capital and perception of superiors who

have good servant leadership will help them be ready to accept work demands in a changed situation [30], [42]. This means that when employees have substantial psychological capital (the confidence to choose to succeed in complex tasks (self-efficacy) and the ability to make optimistic predictions about current and future success (optimism), diligence in achieving goals, diverting ways to achieve success (expectation), bouncing far beyond the original state after encountering difficulties (resilience), and perceived good servant leadership, they will have a positive attitude toward organizational change. These positive attitudes will reduce their resistance to change and increase their readiness for organizational change. Furthermore, employees will perform best, including providing superior service to internal and external customers.

Furthermore, most studies were conducted on service and customer satisfaction. This research is one of the first studies to examine how the readiness for changes of managers mediates the psychological capital and manager's servant leadership role, resulting in the CO-OCB. These findings demonstrate that managers' psychological capital and servant leadership are transmitted through their readiness to change to impact employees' ocb's toward their customers. This means that readiness for organizational change (ROC) is essential in mediating the influence of psychological capital and perceived manager's servant leadership toward CO-OCB.

6. Conclusion

The role of readiness for organizational change is quite strong (moderate) in mediating the influence of psychological capital and perceived servant leadership on customer-oriented organizational citizenship behavior. The impact of psychological capital on customer-oriented organizational citizenship behavior with readiness for organizational change as a mediator is more significant than perceived servant leadership.

This research introduces a novel model by highlighting the mediating role of readiness for organizational change in the relationship between psychological capital and servant leadership with customer-oriented organizational citizenship behavior. This model diverges from previous findings and emphasizes the crucial impact of leaders' psychological resources and support for subordinates in successfully navigating organizational changes. The study establishes that employees with higher psychological capital and a positive perception of servant leadership exhibit increased readiness for change, enhancing CO-OCB.

6.1. Limitations

The data for this study were gathered cross-sectionally, an approach that may introduce bias. Relied on a limited reference to explain organizational

readiness for change as a mediator for CO-OCB. The results have contributed to the development of empirical literature by examining the role of organizational readiness for change.

6.2. Future Studies and Implications

The SOE assigned a central role in transforming the nation into better economic development. SOEs are also obligated to serve society and the nation better. They should also be concerned about the high level of satisfaction of society as their customers. Corporate governance should improve its performance and competitiveness with other private enterprises. The role of psychological resources owned by managers, together with servant leadership, will contribute to the readiness of managers to deal with business changes. This change must be implemented optimally because it will impact efforts to exceed the standard performance of satisfying customer needs.

This paper combines psychological capital as a unique resource for managers and their leadership role with that of their employees or team members. A higher level of customer satisfaction can be achieved in many ways. We provide a perspective from the role of leaders in the organization. As they have the power to influence and motivate their members or subordinates through servant leadership behavior, the leaders can take a more critical part in preparing the members for changes and have a high commitment to serve the customer and society optimally.

The change in the organization cannot be avoided due to the recently unpredicted business circumstances. The organization needs leaders with a solid impact to give extra effort to improve organizational performance. This study confirmed that the organization should boost or maintain the managers' substantial psychological capital and improve the servant role to uplift members' readiness to face changes. Therefore, the members will make a significant effort to do so. They will perform citizenship behavior, more than the standard work demands of serving the customer that must be completed (beyond service commitment).

Future studies should collect data longitudinally or use a time-lagged method. Management could provide psychological capital encouragement for supervisors and managers through HR development policies and programs to improve employee readiness for change. This study was conducted on state-owned enterprises, specifically management's role in promoting psychological capital and servant leadership. Therefore, programs and policies should improve servant leadership and psychological capital for middle and top managers in preparing subordinates for organizational change and high CO-OCB.

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