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Transforming Failure into Sustainability: The Significance of Team Psychological Capital and Organizational Citizenship Behavior in Augmenting Startup Employees

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Abstract

The high failure rate of startups in Indonesia raises significant concerns regarding long-term sustainability as fundamental components of the digital economic development. In response to this issue, the present study explores an innovative approach by emphasizing team management as a strategic solution. Specifically, this research examines the impact of team psychological capital on team effectiveness, with a particular focus on the mediating role of organizational citizenship behavior. A total of 130 startup employees in Indonesia were selected through a purposive sampling technique. Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The empirical findings indicate that both team psychological capital and organizational citizenship behavior exert a significant and positive influence on team effectiveness. Moreover, organizational citizenship behavior is identified as a mediating variable in the relationship between team psychological capital and team effectiveness. These results underscore the crucial role of strengthening team psychological capital and fostering organizational citizenship behavior to enhance team performance. The study offers valuable theoretical and practical implications for human resource practitioners, startup founders, and managers in their efforts to optimize team dynamics and ensure the sustainability of startup enterprises.

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1. Introduction

Startups based on information and communication technology have shown remarkable success compared to traditional ones. Adoption of technology is crucial for boosting business resilience in a disruptive period (Lambe & Cheriani, 2025). However, the other hand, they face more complex issues and dynamic challenges (Lobschat et al, 2021; Tang et al., 2025). As part of the creative industry with technological innovations, startups bring competitive advantages (Alam et al., 2022) in the modern economies as vital contributors to innovation and job creation (Bae & Choi, 2024; Filippelli et al., 2025). Currently, the digital economy in Indonesia is showing a positive trend, with digital transactions growing and becoming the largest in Southeast Asia by 2024 (Kominfo, 2024). It indicates that startups are essential as drivers of innovation, even in the reality, they have many difficulties to remain sustainable and keep alive especially in developing countries, like Indonesia (Kaczam et al., 2022).

Cantamessa et al. (2018) in their research state that one of the causes of startup failure to develop and remain sustainable is the organizational management factor in the form of work team problems. The teamwork problems are such as the absence of clear organizational rules, unclear roles and duties of each team creating environmental chaos, lack of communication between co-founders and team members, communication problems within the team, as well as the lack of competence of team members. Furthermore, Bednár & Tarišková (2017) in their research on the factors causing failure in startups, explore that investors complain about the lack of team quality, team member experience, creativity and ability to work together in a team which is the key to successful startup sustainability.

So far, the existing literatures have shown that startup failures are often due to weak management of work teams, including disorganized organizational structures, lack of communication between teams, and low competence of individuals in the team (Cantamessa et al., 2018; Bednár & Tarišková, 2017; Robbins & Judge, 2015; Esen et al., 2023; Zellmer-bruhn et al., 2021). Although team effectiveness has been the concern of academics and business practitioners (Hanaysha, 2016; Mathieu et al., 2017; (Zhu et al., 2016); Alfath & Pangestu, 2022), research on team management strategies in information and communication technology (ICT)-based startups is still limited, even though team effectiveness is a key factor in creating competitive advantage and startup sustainability (Arora et al., 2023; Bethlendi, et al., 2024; Keerativutisest & Hanson, 2017; Westover, 2024; Elms et al., 2023) . Teams that are able to establish effective communication, solve problems efficiently and holistically, and adapt to work demands are more likely to achieve success than otherwise (Ulloa & Gil Herrera, 2024; Scholl, 2018)s. Furthermore, team psychological capital also has a substantial role in increasing team effectiveness to encourage innovation and creativity in organizational growth (Dawkins, et al., 2021; Pan, Tang, & Ismail, 2024; Rus & Băban, 2019). Thus, further research on factors that influence team effectiveness such as psychological collectivism in ICT-based startups is crucial to support the sustainability of startups in the digital economy era.

Psychological collectivism as a value influences how individuals interact in group settings (Mayfield, et al., 2016). Individuals with high psychological collectivism are prioritizing group goals and are willing to sacrifice personal interests, support each other, cooperate, avoid counterproductive actions that have an influence on team effectiveness. Furthermore, the concept of collectivism is essential to understand psychological capital in the team context holistically. The concept of team psychological capital developed based on individual psychological capital which not only shows the psychological characteristics of individuals in general but as a unit of the team, which is formed from collaboration and intensive interaction

of team members (Jiao et al., 2022). Strong psychological capital inherently contributes to the effectiveness of the team (Shen & Tian, 2020). It implies that when team members share a common vision, exhibit resilience, optimism, and a sense of belonging, the overall effectiveness of the team is likely to improve. Another investigated variable, which can affect team effectiveness, is Organizational Citizenship Behavior or OCB (Ansari & Upadhyay, 2021). OCB is a voluntary, extra-role behavior that contributes to organizational success and has an important role in increasing team effectiveness (Samad, et al., 2024). As an intermediary variable, the organizational citizenship behavior variable is thus included in the current study. Indeed, this study examines team psychological capital as an exogenous variable in particular to determine how it affects team effectiveness in a startup setting.

To date, research on the influence of team psychological capital on team effectiveness has only been studied on a group of students (Vanno et al., 2015). Dissimilar to this investigation, which focus on startup teams whose work is based on innovative tasks. Likewise, previous research related to psychological capital with organizational helping behavior explains that teams with high psychological capital are more likely to assist the organization even if it is not their primary responsibility, which improves team performance (Waters et al., 2020). There has been no research that determines organizational citizenship behavior as a mediator variable on the role of team psychological capital on team effectiveness. This study fills in research gaps and provides an original viewpoint on the idea that collectivism is crucial to understanding psychological capital in a team context holistically and how it affects team effectiveness. Furthermore, investigating the ways in which organizational citizenship behavior can both strengthen and improve the connection between team effectiveness and psychological capital.

2. Literature Review

Team Psychological Capital on Team Effectiveness

Team psychological capital is the collective psychological state of a team to enhance team performance, team collaboration, problem-solving, adaptability, innovation towards organizational outcomes (Peng, et al., 2024). Marques, et al., (2022) define team psychological capital as a collective construct, i.e. hope, efficacy, resilience, and optimism in a team context. The psychological resources of hope, efficacy, resilience, and optimism are reflected in psychological capital (PsyCap), a higher-order concept that was later identified as a team-level phrase. (Dawkins, et al., 2021). PsyCap has a significant relationship of team performance and team satisfaction. It is a study of the concept of psychological capital developed at the team level by focusing on how these psychological resources in organizational performance is needed to discover its effects at the team level (Nolzen, 2018; Tho & Duc, 2021).

Team effectiveness concept classically has three processes, i.e. Input-Process-Output (IPO) discovering how the team functions and achieves its goals (Hackman, 1987). It discusses the urgency of team inputs such as team composition and resources, which affect team processes, skills, knowledge used in processes toward team performance (Reuvers, 2012; Simonson, et al., 2021). Team process relates to interactions between individuals in the team includes effort, team strategy, team member skills, communication, and decision making, to cater effective outputs toward team effectiveness (Yang et al., 2023; Liu et al., 2009). Team output consists of team performance, team satisfaction, and team's desire to persist for the team effectiveness (van Roosmalen, 2012). Nowadays, this concept refers to getting people in a company to work together as a group efficiently to achieve better results (Tamilmani, et al., 2009). Furthermore, it also means the ability of individuals to work together to achieve goals and aims efficiently and successfully. It consists of goal achievement, collaboration and communication, leadership

and guidance, adaptability and flexibility, emotional intelligence and interpersonal skills, organizational culture and work climate, and creative synergy (Paredes et al., 2024).

Team effectiveness in the context of information and communication technology-based work teams is the team's ability to complete tasks, not only related to team productivity but also about human aspects such as cooperation, socioemotional aspects, team member satisfaction, and interest in the group (Endriulaitienė & Cirtautienė, 2021). Similarly, Mogård et al. (2023) state that team effectiveness is the extent to which team performance is in accordance with the expected goals (task performance) and leads to individual learning and well-being of team members (individual satisfaction). Accordingly, team effectiveness is influenced by various factors such as organizational culture that emphasizes collective learning and share mindset, effective communication, and trust between team members (Maan & Srivastava, 2023; Qaddumi, et al., 2021; Umuteme & Adegbite, 2024; Ünal, 2023). Apart from organizational level and team level factors, team effectiveness is also influenced by individual levels such as psychological resources (Bradley, et al., 2022). Thus, understanding team members leads to the level of team effectiveness.

So far, there is limited literature that reveals the role of team psychological capital on team effectiveness in startup teams whose work is based on innovative tasks. Previous research found a significant positive effect of psychological capital at the group level on team effectiveness in a group of students (Vanno et al., 2015). Meanwhile, Chen, et al., (2023) examine the effect of team psychological capital on innovation performance in startup entrepreneurial teams which found that team psychological capital can improve innovation performance. Thus, team psychological capital can increase team effectiveness in startup teams having innovative behavior characteristics.
H_1: Team psychological capital influences team effectiveness in startup teams.

Organizational Citizenship Behavior (OCB) as a Moderating Factor
Organizational Citizenship Behavior (OCB) is a voluntary practice whereby employees' extra efforts are not explicitly acknowledged by the official incentive system but yet support the efficient operation of the company (O'Brien, et al., 2024; Turnipseed, & Rassuli, 2005). OCB refers to behavior outside of work such as helping colleagues, volunteering to work more optimally, providing ideas for improvement to increase organizational effectiveness and efficiency (Bambale, 2014). Organ (2018) explains that Organizational Citizenship Behavior (OCB) refers to the unofficial and voluntary contributions that employees make to their organization that do not fall within their official job obligations. Examples of this include civic virtue, conscientiousness, sportsmanship, civility, and altruism.

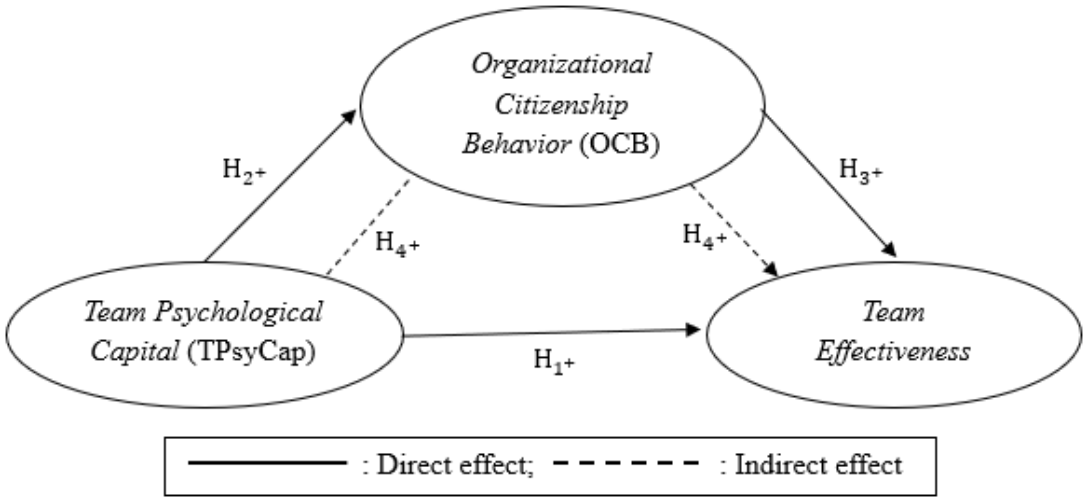
Previous research regarding the impact of OCB on organizational improvement has been conducted by Langdon, et al., (2023), Kim, (2023), and Yang et al., (2023). Their studies indicate that OCB helps create a positive work environment and improve organizational performance as well as sustainable development for the company. In improving organizational effectiveness, OCB has an impact at the team level such as increasing the positive effects and mitigating the negative effects of challenge-oriented employee behavior on group work (MacKenzie, et al., 2011). OCB has a positive impact on the team level in the form of promoting a more collaborative and supportive environment (Somech, & Ohayon, 2019), and increasing team performance (Lai & Lam, 2013; Lin & Peng, 2010) which has implications for increasing team effectiveness.
H_2: Organizational citizenship behavior influences team effectiveness in startup teams.

Waters et al. (2020) reveal that teams with high team psychological capital (TpsyCap) tend to have involvement in behaviors that support the organization even outside formal job requirements or OCB. Furthermore, Somech & Khotaba (2017) state that team psychological capital which consists of hope, optimism, collective efficacy, and resilience shows a positive relationship with OCB. Teams with high psychological capital show more attitudes and behaviors that contribute to a supportive team environment. In addition, OCB on the team is also a mediator between team psychological capital and team outcomes in the form of team innovation.

H_3: Team psychological capital influences organizational citizenship behavior team in startup teams.

H_4: Organizational citizenship behavior moderates team effectiveness with team psychological capital in startup teams.

Furthermore, the researchers formulate the work of variables as seen in figure 1.



Source: Researcher's Formulation

Figure 1. Research Framework

3. Research Methods

The methods explain clearly how the author carried out the research. The method must describe the research design clearly, the replicable research procedures, describe how to summarize and analyze the data. This study uses non-experimental quantitative research methods with a cross-sectional research design. It is used to seek the phenomenon by analyzing data collected at a single point in time (Kurten, et al., 2021). The cross-sectional research design is used in this study since it is effective in examining the prevalence of phenomena, attitudes, and knowledge of a specific population, as well as being relatively easy to implement and cost-effective (Taha & Nawaiseh, 2023). Besides, it provides facts about the relationship between variables (Spector, 2019). The sample respondents of this research are employees who work in startup companies in Yogyakarta Special Region Province, Indonesia. The sampling technique used is purposive sampling with certain respondent criteria, namely permanent startup employees who have worked for at least 3 months and are working in teams working on innovative projects together for at least the last month. Based on MIKTI data in 2021, there were 85 startups in Yogyakarta (MIKTI, 2021), however, the overall number of startup employees in the Special Region of Yogyakarta is not yet known since many startups that went bankrupt. Furthermore, this research uses the formula from Cochran to determine the number of unknown samples in

a population. O'Neill (2022) states that Cochran's formula can be used to calculate sample sizes efficiently. The minimum sample size in this study is 96 startup employees.

In this study, data were collected using an online self-report survey with an instrument in the form of a questionnaire circulated via Google Form link with the consideration that it could be adjusted to the respondent's working time. The questionnaire used is in the form of a Likert Scale with four answer choices with a score of 1-4 (strongly disagree-strongly agree) on each answer. The items on the scale consist of favorable and unfavorable items. The research instrument in the form of a Likert Scale brings the advantage of being easy for respondents to understand the items (Wilson, et al., 2022), with an intuitive format for respondents making it easier to select the level of agreeing and disagreeing with the statement for reducing the cognitive load compared to more complex scales (Pescaroli, et al., 2020).

The measurement of the items on this research questionnaire includes dependent variables in the form of team effectiveness developed from research by Mogård et al., (2023). Team effectiveness covers of task performance and individual satisfaction, which has indicators including awareness of performing adequately, job satisfaction gained through superior guidance and comfortable working with coworkers.The independent variable in this study is Organizational Citizenship Behavior (OCB), where its measuring instrument was developed from Organ's research (2018) including dimensions of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. The exogenous variable measuring instrument in this study, namely Team Psychological Capital (TPsyCap), which was developed based on research (Marques, et al., 2022). It consists of efficacy, optimism, hope, and resilience aspects. Partial Least Square (PLS) is a data analysis technique that uses Smart-PLS v.4 software to handle quantity of data and create intricate research models (van Kollenburg, et al., 2021).

4. Results

This current research was conducted by contacting and asking permission from several startups in the Special Region of Yogyakarta Province, the fourth largest startup ecosystem in Indonesia (MIKTI, 2021). There are 30 digital startups in Yogyakarta that are willing to participate in this research with each startup having less than 50 employees. Those startups are business entity that has been recognized as a legal entity with a small and medium scale business with less than 50 employees. The startups involved are engaged in game developers, content creators, agrotech, healthtech, media, and general. The respondents who are willing to be involved in this study were 140 active startup employees. Nevertheless, the questionnaires that could be processed were only 130 because there were incomplete questionnaire fillings. The distribution of questionnaires took place from May 3, 2024 to June 3, 2024, as shown in the distribution of questionnaires and the demographic profile of respondents in table 1 and 2 below.

Table 1. Questionnaire Distribution

Description	Total	Percentage (%)
Questionnaire distributed	150	100
Returned questionnaire	140	93,33%
Questionnaire that could be not processed	10	6,66%
Processed questionnaire	130	86,66%

Source: Data Collection

Table 2. Demographic Profiles

Profile	Total	Percentage	Profile	Total	Percentage
Gender			**Length of Work**		
Male	76	58.5%	3-6 months	31	23,85%
Female	54	41.5%	7 months-1 years	58	44,6%
Age (Year Old)			2 years	18	13,85%
19-21	10	7,7%	3 years	20	15,4%
22-24	50	38,5%	>5 years	3	2,3%
25-27	44	33,8%	**Job & Occupation**		
28-30	26	20%	Programmer	42	32,3%
Education			Data Analyst	13	10%
Senior High School	23	17,7%	Graphic Designer	18	13,8%
Bachelor	97	74,6%	Digital Marketing	34	26,15%
Master	10	7,7%	Operational	15	11,53%
			Content Creator	8	6,15%

Source: Data Collection

Table 2, which displays the demographic profile, shows that respondents represent gender diversity with 76 males and 54 females, with the age of respondents ranging from 19 years old to 30 years old, with the highest number being between 22-24 years old with 50 respondents, followed by 44 respondents between 25-27 years old, 26 respondents between 28-30 years old and 10 respondents between 19-21 years old. The educational background of the respondents was mostly bachelor's degree (97), senior high school (23), and with a lower proportion of master's degree (10). The tenure of respondents mostly ranged from 7 months-1 year (58), 3-6 months (31), 3 years (20), 2 years (18), and with a small proportion of >5 years (3). The majority of respondents are programmers (42), digital marketing (34), graphic designers (18), operational (15), data analysts (13), and content creators (8).

Table 3. Descriptive Statistical Test Results

Variables	Theoritical Range			Actual Range			Std.
	Min	Max	Mean	Min	Max	Mean	Dev.
Team Psychological Capital	6	24	15	7	24	18.25	4.126
Organizational Citizenship Behavior	6	24	15	6	23	16.89	4.433
Team Effectiveness	6	12	7.5	3	12	8.98	2.459

Source: Data Analysis

Table 3 above displays the results of the descriptive statistical tests, which highlight the salient features of the variables that were studied. Theoretically, the team psychological capital score might vary from 6 to 24, but the mean score of 18.25 with a standard deviation of 4.126 indicates that participants had a comparatively high degree of team psychological capital. Theoretically, the organizational citizenship behavior scores span from 6 to 24, and the participants' mean score of 16.89 with a standard deviation of 4.433 shows a reasonably good degree of organizational citizenship conduct. With scores ranging from 3 to 12, the team effectiveness score, which theoretically goes from 6 to 12, shows a mean score of 8.98 with a standard deviation of 2.459, indicating a rather steady team effectiveness among participants.

Before distributing the questionnaire to the respondents, it was processed through several stages of preparation, such as collecting several journals in accordance with the research topic

and developing sentences in the questionnaire. After completing, it was reviewed by two experts: psychology and management. After the review stage, the questionnaire was discussed again to get the final results of the questionnaire script. The questionnaire was prepared in the form of a Google Form link to make it easier for the respondents. The researchers conducted a pilot test to obtain the validity and reliability of the prepared instrument before distributing it to the respondents. In this pilot test, the researchers involved 40 startup employees who had the same characteristics as the research respondents. This pilot test was conducted using SPSSv.25 and Smart-PLS v.4. The results of the pilot test reveal that the items of each questionnaire have adequate validity and reliability.

Table 4. Variables, Measurement Items, Factor loadings, AVE, Cronbach Alpha, and Composite Reliability

Variables	Items	FL	AVE	CA	CR
Team Psychological Capital (TPsyCap)			**0.501**	**0.798**	**0.856**
	I feel that I like a work challenge	0.562			
	My team has trust in each other to complete the task.	0.716			
	My team does not give up easily to complete tasks	0.818			
	My team is productive at work	0.748			
	I feel that my team can recover from failure	0.635			
	My team can learn from failures	0.739			
Organizational Citizenship Behavior (OCB)			**0.538**	**0.825**	**0.873**
	I am seeking reasons to prevent collagues from requesting assistance in completing their tasks*	0.810			
	I am pleased to help collagues discover solution to their problem	0.585			
	I only provide information if I am asked*	0.631			
	In my opinion, the company's decision tend to disadventage the employees*	0.809			
	Taking leave is better than participating in company-provided training and employees development*	0.760			
	I only promote the company if given a reward*	0.774			
Team Effectiveness			**0.672**	**0.757**	**0.860**
	My team has the awareness to get the job done better	0.827			
	Directives from superiors encourage my enthusiasm to work well	0.839			
	I feel comfortable working with my team	0.739			

**non-favourable items*

Source: Data Analysis by PLS Smartplus

Table 5. Inner Model Evaluation

	R^2	Q^2	GoF
Organizational Citizenship Behavior (OCB)	0.583		
Team Effectiveness	0.512	0.414	0.559

Source: Data Analysis by PLS Smartplus

Measurement of the validity and reliability of this research instrument is carried out to ensure consistently reliable results. The outer model evaluation is used to examine the relationship between latent variables and the indicators. The researchers test the validity using factor

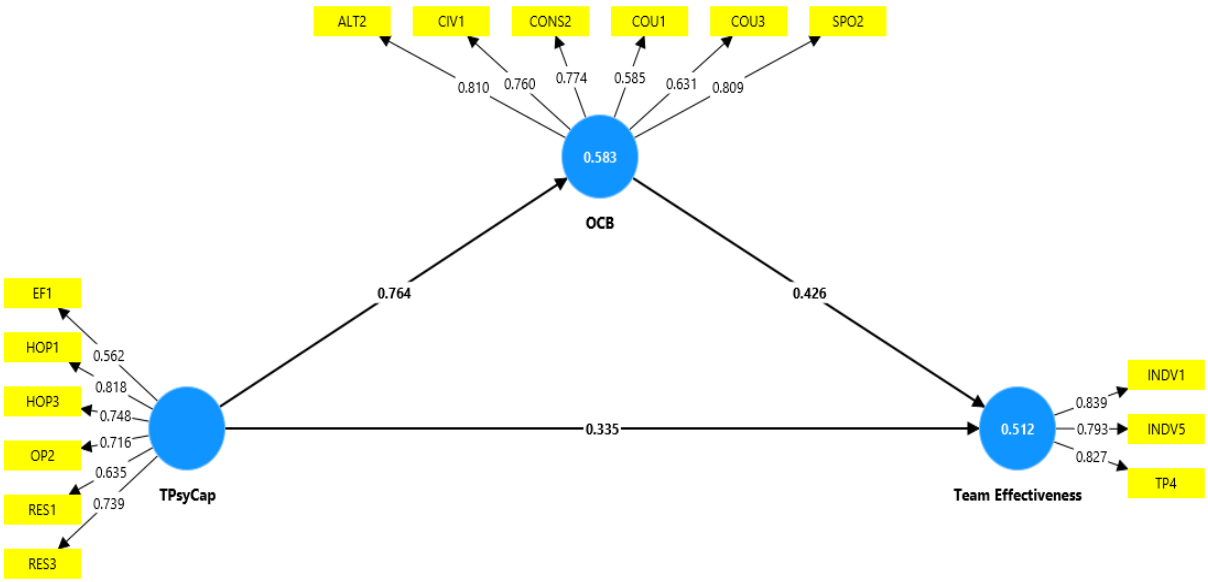
loading, where items with values above 0.50 are declared valid (Hadie & Yusoff, 2016) and the Average Variance Extracted (AVE) value exceeded 0.50 (Hair, et al., 2009). On the reliability of the items, researchers measured it using Composite Reliability (CR) and Cronbach's Alpha (CA), with the reliability of the instrument having a score exceeding 0.70. Table 4 shows that the validity and reliability tests are appropriate. Therefore, they can be used to measure the research variables and continue with testing the hypothesis results based on the data that have been collected.

Additionally, the strength of the association between constructs is assessed using the inner model evaluation. The outcomes of the inner model are examined using the coefficient of determination (R^2), predictive relevance (Q^2), and goodness of fit (GoF) metrics. Organizational Citizenship Behavior (OCB) and team effectiveness may be predicted by exogenous variables by 58.3% and 51.2%, respectively, according to Table 5's R2 measurement results, which classify the association as moderate (Ghozali, & Latan, 2012). Meanwhile, the Q^2 measurement shows that the model in this study has a relevant predictive value (Hair, et al., 2017), with a value of 41.4% of the team effectiveness variation value that can be anticipated by Team Psychological Capital (TPsyCap) and OCB. In the calculation of goodness of fit (GoF), a value of 0.559 is obtained which can be categorized as the "GoF Large" threshold which exceeds 0.38 (Tanenhaus, et al., 2005).

Table 6. Hypotheses Test Results

Hypotheses	O.Sample	t-Statistics	P-Values	Conclusion
H_1 TpsyCap->Team Effectiveness	0.335	3.320	0.000	Accepted
H_2 OCB-> Team Effectiveness	0.426	4.316	0.000	Accepted
H_3 TpsyCap->OCB	0.764	20.095	0.000	Accepted
H_4 TpsyCap-> OCB->Team Effectiveness	0.326	4.373	0.000	Accepted

Source: Data Analysis by PLS Smartplus



Source: Data Analysis by PLS Smartplus

Figure 2. Validated Model

The research results listed in table 6 show that there is a statistically significant relationship between team psychological capital with team effectiveness, and organizational behavior. Team psychological capital indicates a positive relationship with team effectiveness and organizational citizenship behavior, which is proven by p-values less than 0.05 (0.000). Organizational citizenship behavior is significantly related to team effectiveness with a p-value of 0.000. Indeed, all the formulated hypotheses are accepted. These findings illustrate that the possession of psychological capital or team psychological capital in startup teams significantly and positively affects team effectiveness (H_1). Furthermore, H_2 is significantly and positively accepted, which means that in completing work with a team-shaped work model, organizational citizenship behavior variables affect team effectiveness. Like other hypotheses, H_3 is accepted significantly and positively, which implies that increasing team psychological capital influences increasing organizational citizenship behavior. Significant results are also shown in the indirect effect test on H_4, where organizational citizenship behavior is a mediating factor in the relationship between team psychological capital and team effectiveness.

Team Psychological Capital (TPsyCap) has a positive effect on increasing team effectiveness which is in line with the results of previous studies stating that positive psychological resources provided by team psychological capital increase team effectiveness; team member satisfaction and work performance (Dawkins, et al., 2021; Rus & Băban, 2019). Indeed, team psychological capital is a factor that can enhance team effectiveness both in the form of work performance and team member satisfaction which also increases startup productivity. With their psychological capital, teams are able to foster a supportive and resilient work environment and to increase motivation and collective efficacy of team performance in carrying out tasks (Jiao et al., 2022). Furthermore, the optimism and hope aspects of team psychological capital are able to encourage the formation of goal-setting and persistence of team members in increasing achievement levels and improving team performance (Ayed et al., 2021). Optimism can foster a positive outlook and hope for the best work results in team members. According to Anwar & Sarfraz, (2023) optimism can reduce the negative impact of job insecurity and increase innovative behavior in team effectiveness. In addition, teams with high psychological capital are able to reduce adverse effects on team effectiveness, such as preventing and reducing the emergence of stress and burnout, especially in increasing aspects of resilience and efficacy (Rana, et al., 2024). Efficacy, which means individual confidence in their ability to achieve goals (Alessandri & Filosa, 2024), motivates individuals to face every challenge and difficulty to survive. Furthermore, teams that have high psychological capital tend to be able to manage a positive work culture which is crucial for the creation of long-term team effectiveness (Wojtczuk-Turek, 2020). An environment that supports open communication, collaboration, and mutual support among team members will also create a positive social climate (Rafsanjani, 2024) and encourage satisfaction and good team performance.

In addition to the team psychological capital variable, Organizational Citizenship Behavior (OCB) also has a positive and significant influence on team effectiveness which is in line with the research of Samad, et al., (2024) discovering the significant impact of OCB on team effectiveness by providing a cooperative and supportive work environment. The dimensions of OCB indeed have a positive impact on team effectiveness such as conscientiousness, i.e. an attitude of diligence, responsibility, and contributing positively to team effectiveness to maintain work quality and to ensure team goals achieved efficiently. The courtesy dimension is a considerate and communicative attitude to reduce conflict and misunderstanding within the team, thus building startup team cohesiveness and collaboration are required. Furthermore, through this, altruism, a voluntary action to help teammates; sportsmanship, increasing positive attitudes and not complaining about non-ideal things encountered in the team; and civic virtue,

behaviors that show more attention and participation to the company, can improve team performance (Ma et al., 2024).

Furthermore, this study also shows that team psychological capital affects Organizational Citizenship Behavior (OCB) positively and significantly. The results of this study are in line with the research of Su & Hahn (2023) which indicates that aspects of psychological capital such as efficacy, optimism, hope, and resilience in employees who work in teams positively affect OCB. Startup employees who work in teams tasked with completing innovative projects involving capabilities in the field of information technology and communication, motivate and engage with tasks that can be obtained from the presence of OCB. It aims to improve team performance and satisfaction as the aspects of team effectiveness. Increasing employees' positive psychological resources through team psychological capital can have an impact on the enhancement of OCB. Psychological capital directly affects OCB by increasing positive attitudes and behaviors leading to voluntary contributions to the organization (Chen, et al., 2021). Startup employees working in teams are involved in innovative projects with dynamic and challenging work circumstances. OCB in the form of behaviors that promote altruism in work behavior when facing challenging situations can be improved by increasing team psychological capital (Zeng, et al., 2023).

The results of this study also prove that Organizational Citizenship Behavior (OCB) is able to mediate team psychological capital and team effectiveness. It is in line with the research of Farrukh, et al. (2024). Indeed, OCB has a crucial role in mediating the relationship between team psychological capital involving aspects of efficacy, optimism, hope, and resilience which significantly improves team performance and satisfaction when mediated by OCB. It supports not only employees to be more engaged and committed to work tasks and organizations (Jin, et al., 2022) but also environment that supports organizational productivity, especially those derived from team performance. Thus, the findings in this study can be a reference to improving the performance of startup teams working with innovative projects whose employees are mostly dominated by creative young people from generation Z. According to Liu (2024), generation Z employees face unique challenges in today's modern workplace, with their characteristics, management needs to rethink the strategy to be able to develop talent according to company needs.

In addition, this study also recommends that startup employees actualize team psychological capital which includes efficacy, optimism, hope, and resilience in performing their tasks optimally with their team. The findings in this study have also proven the urgency of implementing and enhancing OCB work behavior in the workplace. For HR practitioners, this research has implications for the importance of selecting the right talent during the recruitment and selection process who have adequate psychological capital and the practice of caring for talented talent who can work optimally in the team. Founders and project managers at startups can focus more on increasing team psychological capital in their work teams and promoting OCB to increase team effectiveness that supports the achievement of startup productivity. Lim, et al., (2024) in human resource management, OCB and team psychological capital can be increased through training and empowerment carried out on employees. Then it is not impossible that startup failures can be prevented, and startups rise to achieve profits and valuation targets that have been compiled.

5. Conclusion and Suggestion

This study investigates how team psychological capital affects team performance, with a focus on the mediating role of organizational citizenship behavior. The findings indicate that startup employees can improve team effectiveness consisting of task performance and team satisfaction by increasing team psychological capital. Moreover, the results highlight that team psychological capital has a positive and significant effect on improving the team effectiveness of startup employees. In particular, organizational citizenship behavior acts as a full mediator in the relationship between team psychological capital and team effectiveness. This mediation is based on a linear relationship and contributes to improving team effectiveness. The practical implication is that this study provides HR practitioners, founders, and project managers of startup teams with an overview of the psychological capital and work behaviors to create an environment that improves team performance. Future studies are suggested to investigate more deeply other factors that influence team effectiveness in startups, which is a form of modern workplace that continues to grow in the industrial revolution 4.0 and society 5.0 era.research limitation.

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