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# Analysing Relationship Of Psychological Capital On Organizational Citizenship Behaviours

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## **ABSTRACT**

Organizations have been looking for ways to increase their efficiency. Organizational citizenship behavior (OCB), according to organizational psychologists, is one way that can assist improve an organization's performance. Psychological capital (PsyCap) is one of the most influential psychological elements in determining employees' readiness to display OCB in the workplace, according to research. Structural equation modelling was used to analyze the replies of 293 Indian service sector workers who worked in various sectors. Overall, the findings show that WE acts as a mediator between PsyCap and OCB, whereas POS acts as a moderator between WE and the two components of OCB. Workplace vibrancy is one way to increase employee engagement, according to this study's findings, therefore companies should implement mechanisms to do just that.

**Keywords:** Psychological Capital, Organizational Citizenship, Employees, Behavior.

## **I. INTRODUCTION**

Increasingly, businesses are focusing on ways that might help them become more productive and efficient. It is widely accepted that employees are critical to the success of a firm. An organization's competitiveness is greatly enhanced by having a well-trained and well-coordinated team of human resources. Researchers also felt that firms might thrive if their personnel were performing at their best. There are several ways to improve the overall effectiveness of the company. Organizational Citizenship Behavior (OCB) is an important factor (OCB). An OCB employee's ability to respond quickly to impulsive situations helps the business achieve its objectives more successfully.

Many researchers have been focusing on dysfunctional behaviors in an effort to enhance the performance of organizations, which has resulted in the OCB variable being overlooked in the process of organizational development. Studies of the early stages of organizational formation have found that OCB and its forebears are just as useful in this regard. An essential part of employee development is identifying the factors that encourage them to engage in self-reflective behavior and take on additional

responsibilities. Employees' OCB is influenced by a number of factors, including psychological capital. Psychological capital is an important aspect in the success of firms and the behavior of their personnel. Organizations are increasingly realizing the need of building psychological capital in order to better manage their people resources. That's because it's widely recognized that psychological capital may lower stress, help employees get a better knowledge of themselves, and improve their coping strategies. Stress may have a negative impact on mental health, which is why it's necessary to build up one's psychological capital. The majority of psychological capital researchers, it was asserted, concentrated on the link between psychological capital and organisational outcomes, therefore there are few studies on the association between psychological capital and employees' behaviors

## **II. PSYCHOLOGICAL CAPITAL (PSYCAP) & ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)**

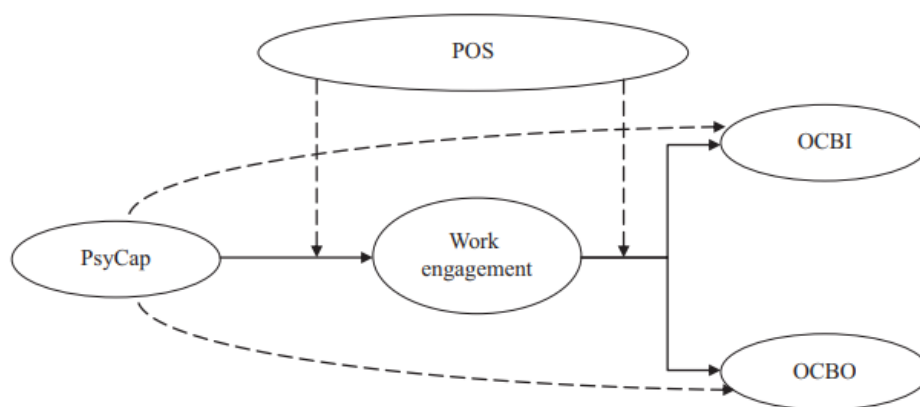
Through positive psychological states and being recognised "what you are," PsyCap is a process of self-discovery and progress. Competitive advantage and organisational performance may both be improved by a well-executed PsyCap expansion. Optimism, resilience, hope, and self-efficacy are the four positive psychological capitals that make up PsyCap and help it flourish. As a starting point, optimism may be defined as a person's tendency to construct positive thoughts in order to motivate themselves to attain goals. When it comes to being resilient, it is described as one's capacity to bounce back from any kind of hardship. A person with a high level of resilience is more likely to bounce back from adversity. There are two components to hope, which are routes and agency (goal-directed). To put it another way, pathways and agency refer to how people go about reaching their goals; agency is the incentive they have for doing so in certain situations. People who have a positive outlook on life are more likely to seek out solutions to their problems and put out the effort necessary to solve them. In addition, self-efficacy is described as the individual's self-confidence in coordinating their cognitive resources, stages of action, and drive to execute at a high standard. People with high self-efficacy are more likely to believe that they are capable of influencing the result and overcoming obstacles.

Current academics have been paying more attention to the variable, which has led to an increase in OCB study. Organizational Citizenship Behavior (OCB) refers to employees' behaviour that is not recognised by their employer's remuneration system, is not limited, and contributes to the success of the business. Organizations should not be required to pay for the display of OCB. OCB serves as a distinctive and essential component of the actions of the employees in order to boost employee satisfaction and improve organisational performance. Furthermore, in order to meet the needs of the company's stakeholders, OCB may be used to inspire employees to go above and beyond their work responsibilities. OCB is more likely to occur if employees are able to trade social incentives, such as strong working relationships, with their coworkers.

### III. METHODOLOGY

- **Sample and data collection**

Employees are better able to rate their moods at work if they have a good understanding of their workplace and position. As a result, only employees in India who had been with their current company for at least one year (and hence had completed at least one assessment cycle) were included in the research. We omitted all government bodies from the research sample because we removed government employees' performance-based rewards. Because human resources are the most important factor in every service business, only businesses in the sector were asked to participate in the data gathering. However, a lack of limitation on the sorts of sectors within the services sector might have improved the results' external validity if they had been included in the study. To ensure that the replies were genuine, we kept the respondents anonymous and informed them that their identities would be kept secret. It was also made clear that the information they provided would only be utilized for research purposes.



**Figure 1: The proposed PsyCap-OCB model**

Initially, we surveyed 600 people through paper and pencil or online, and we received responses from 350 of them. It was determined that 293 people completed the survey, 37 of which were gathered online, and the rest were collected offline, therefore the sample size was reduced to 293 people. The average age was 34.91 years, and the average time spent working for the present employer (CE) was 6.89 years. There were 62 women that took part in the survey. According to industry, the majority of participants were from IT-enabled services, where social connections are prevalent and PsyCap is critical.

**Table 1: Particulars of the participants and variables**

	$\alpha$	Composite reliability	AVE	Mean	SD

<b>Age</b>				34.91	7.90
<b>Experience (current organization)</b>				6.89	6.56
<b>Total experience</b>				8.19	6.07
<b>WE</b>	0.93	0.93	0.61	5.13	1.16
<b>PsyCap</b>	0.93	0.93	0.54	5.38	1.05
<b>OCBI</b>	0.88	0.89	0.51	5.10	1.02
<b>OCBO</b>	0.91	0.91	0.57	5.23	1.14
<b>POS</b>	0.92	0.92	0.70	4.62	0.80
<b>Note: n = 293</b>					

#### IV. DATA ANALYSES

Exploratory factor analysis EFA with varimax rotation was initially used to see if the same sets of constructs emerged in the current situation. Finally, the scale's reliability and validity were established using Cronbach's, average variance extracted (AVE), and composite reliability scores. Pearson correlation coefficients were then calculated.

For mediation and moderation tests, multiple models were evaluated and the differences in terms of change in variance were analyzed. It was next necessary to test the hypotheses based on the results of the evaluation of the measurement model's fitness.

**Table 2: Correlation coefficients**

S.N		1	2	3	4	5	6	7	8	9
1	<b>Age</b>		-0.02	0.39*	0.35*	0.06	0.07	0.03	-0.01	0.04
2	<b>Gender</b>			0.17*	0.11	-0.04	-0.02	0.04	0.1	0.06
3	<b>Experience with the current</b>				0.14*	0.20*	0.19*	0.07	0.15*	0.19*

	organization									
4	Total experience					-0.12*	-0.11	-0.13*	-0.06	-0.14*
5	WE					0.76*	0.52*	0.69*	0.71*	
6	PsyCap						0.54*	0.64*	0.69*	
7	OCBI							0.62*	0.55*	
8	OCBO								0.72*	
9	POS									

Notes: n = 293. \*p < 0.05; \*\*p < 0.01

## V. RESULTS

EFA results were mostly evident except for two POS items that were deleted from later analyses. It stated, "My organisation is eager to help me when I need a particular favour and My organisation has very little regard for me." Each construct had an AVE value greater than 0.5, suggesting that the scale was legitimate. Furthermore, all of the constructions met the minimal requirement of 0.70, making them dependable (refer Table 1).

Table 2 shows that the correlation coefficients between the key variables varied from 0.52 to 0.76, which is significant. At first, the measurement model comprised of the investigated constructions was put to the test. A good match was found based on the results. (CFI = 0.90; RMSEA = 0.07;  $\chi^2 / df = 2.60$ ).

## VI. CONCLUSION

Self- and role theory is enriched in numerous ways by the findings. In the first place, the results show that Sweetman and Luthans' theory of the connection between PsyCap and WE is correct. Second, these findings add to the body of study by demonstrating that PsyCap impacts OCB's two facets, one positively and the other negatively. Moreover, the data show that WE mediates the association between PsyCap and OCBO, but not the relationship between PsyCap and OCBI, implying that persons with high PsyCap express OCBO and not OCBI when they are committed to their job. For the fourth time, the insignificant moderating effect of POS between PsyCap and WE suggests that high PsyCap

employees are self-sufficient, as they have both proactive (self-efficacy; hope; optimism) and reactive resources (resilience). The perception of support from their organisation will not affect their current level of engagement.

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