

An Analysis Of Psychological Capital And Organisational Citizenship Behaviour In Indian Organisations

Dr. Anshul Jaiswal* & Bhavya Srivastava **

¹Assistant Professor, Arya Mahila P.G. College, Varanasi.

²M.A. Psychology, Arya Mahila P.G. College, Varanasi.

How to cite this article: Dr. Anshul Jaiswal , Bhavya Srivastava (2023). A Study on Women Empowerment through Dairy Co-operatives in Telangana State . *Library Progress International*, 43(2), 324-329

Abstract

In the contemporary organisational environment, organisational citizenship behaviour is an indispensable input for organisational performance. Hence, an effective study of organisational citizenship behaviour and its psychological drivers plays an important role in the realm of organisational research. The present research attempted to explore the impact of psychological capital on organisational citizenship behaviour (OCB) among middle and senior level employee. Out of 150 participants, 75 were employed in public sector and the remaining 75 in private sector organisations. Results of Pearson R Correlation and Multiple Regression Analysis suggest that psychological capital significantly influences the organisational citizenship behaviour of employees.

Keywords: Psychological Capital and Organisational Citizenship Behaviour

Introduction

Psychological Capital

Psychological capital, also known as PsyCap, is a psychological resource that can be defined as the set of individual psychological resources, including self-efficacy, optimism, hope, and resilience, which are associated with positive outcomes in the workplace. These elements can raise a person's OCB by assisting them in performing their jobs more effectively. Seligman (2002) examined the presence of a higher order demand for the fourth capital, or Psychap, which promotes pleasure and well-being at work, in his book "Authentic Happiness." He seems to have responded to it by stating that "... when we are deeply engaged (absorbed in flow) in a work, perhaps we are investing, building Psychap for our future".

The four psychological resources of PsyCap have empirically been found to make up a higher-order core construct in which they interact in a synergetic way (Luthans, Avolio, Avey, & Norman, 2007). The positive psychological resource of hope describes the existence of goals and the conviction and energy to pursue those goals. It is composed of two components; agency (goal-directed energy) and pathways (Snyder et al., 1996). Agency refers to an individual's motivation to succeed at a specific task in a set context whereas pathways refer to the way or means by which that task may be accomplished (Luthans, Norman, Avolio, & Avey, 2008). Optimism refers to an individual's expectancy of positive outcomes (Scheier, Carver, & Bridges, 2001). Those with high optimism typically develop optimistic expectations that motivate them to pursue their objectives and deal with challenging circumstances (Seligman, 1998). Resilience refers to the ability of an individual to bounce back from adversity, uncertainty, risk or failure, and adapt to changing and stressful life demands (Masten & Reed, 2002; Tugade & Fredrickson, 2004). Individuals high in resilience tend to be better at adapting in the face of negative experiences and changes in the external environment (Luthans, Vogelgesang, & Lester, 2006). Self-Efficacy based on Bandura's social cognitive theory, refers to an individual's confidence in their ability to mobilize their motivation, cognitive resources and courses of action in order to achieve high levels of performance (Stajkovic & Luthans, 1998).

Walumbwa et al. (2011), constructed a measure of 'collective' PsyCap, describing it as the outcome of interactive dialogues between participants that produced an emerging sense of the group's capacity to achieve desired collective goals. Team members evaluated the team's aggregate PsyCap using an eight-item scale. The authors came to the conclusion that there

existed a team PsyCap collective perceptual measure after evaluating inter-rater agreement and reliability. According to Luthans, PsyCap was substantially correlated with team performance indicators like cooperation, coordination, and accomplishment. In their attempt to investigate the function of PsyCap at the team level, Dawkins, Martin, Scott, and Sanderson (2011) discovered that interpersonal interactions have a significant impact in goal-directed behaviour.

Organisational Citizenship Behaviour

Behaviours in organisations can be divided into in-role and extra-role. In-role behaviours are behaviours prescribed by contracts or regulations which employees must perform in order to fulfil their work responsibilities. Employees, for example, should arrive at their workplaces on time, and should not leave earlier without approval; otherwise, they may receive punishment according to the rule of the organisations. Some spontaneous behaviours, however, are not prescribed by the formal reward system. Those behaviours are defined as extra-role behaviours. For example, employees come to their workplaces earlier or stay beyond their formal office hours in order to finish their work. Those behaviours are unrelated to the formal reward system and therefore system rewards do little to motivate performance beyond the duty. Van Dyne and LePine (1998) defined it as "extra-role behaviour" that "benefits the organisation and is intended to benefit the organisation, which is discretionary and goes beyond existing role expectations."

OCB refers to an individual's discretionary behaviour that is not immediately or overtly acknowledged by the formal incentive system but, taken collectively, supports the efficient operation of the organisation. By "discretionary," we imply that the action is not a legally binding stipulation of the work or the function (Organ, 1988). He argued that OCB could be aggregated, causing a more effective organisation. As no perfectly efficient system exists, human and material resources cannot be changed fully to products or services. Furthermore, Organ (1988) proposed and expanded the OCB construct to include five dimensions, namely, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to discretionary behaviours such as helping a specific person with an organisationally relevant task or problem. Conscientiousness refers to performing role behaviours well beyond the minimum required levels. Sportsmanship is defined by the willingness to refrain from less-than-ideal circumstances without complaining. Courtesy refers to discretionary behaviours such as giving advance notice, reminders, and passing along information, that can help someone prevent a problem from occurring. Civic virtue indirectly states a sense of involvement in the policies being adopted.

Methodology

Objectives

1. To ascertain the correlation between psychological capital and organisational citizenship behaviour among employees.
2. To ascertain the correlation between psychological capital dimensions and organisational citizenship behaviour among employees.
3. To ascertain to what extent does psychological capital predict organisational citizenship behaviour in employees.

Hypotheses

1. There will be a significant correlation between Psychological Capital and Organisational Citizenship Behaviour.
2. There will be a significant correlation between dimensions of Psychological Capital and Organisational Citizenship Behaviour.

Sample Size

The data were collected from 150 middle and senior level employees working at middle and senior level positions in Indian Organisations through convenience sampling. Out of the 150 participants, 75 were employed in public sector organisations and 75 in private sector organisations. Both the groups had a work experience of 5-25 years. The participating organisations in each country were from banking, finance, human resource etc. sectors. The sample comprised of both male (n=100) and female (n=50) employees of ages between 25-45 years.

Demographic information

The survey included questions regarding gender, age, and educational qualifications. Additionally, participants were asked to provide information about their organisation's name, their work experience within the organisation, the sector they worked in, and their job title.

Tool description

Psychological Capital Scale

To measure the psychological capital, PsyCap Questionnaire by Luthans et al (2007) was used. This instrument consists of 24 items and is the modified version of the original PsyCap Questionnaire developed by Luthans et al (2007). The

responses are rated on a 6-point Likert from 1 (strongly disagree) to 6 (strongly agree), and the total scores of participants may range from 24 to 144. Internal Consistency Reliability (Cronbach's alpha) for scale was found 0.91.

Organisational Citizenship Behaviour Scale

To measure the organisational citizenship behaviour, the OCB-Checklist developed by Fox & Spector is used (2011). This scale is a shortened version of Fox and Spector (2011) 42-item measure. The present scale consists of 20 items. The OCB-C responses ranged from 1 "never" to 5 "every day". Internal consistency reliability (Cronbach's Alpha) for scale was found .89. The OCB-Checklist included 2 subscales – OCBO and OCBP each represented by 6 items. OCBO – Organisational Citizenship Behaviour for Organisations assessed behaviours directed towards the organisation that benefit the organisation and OCBP – Organisational Citizenship Behaviour for People assessed behaviours directed toward co-workers that help with work-related issues.

Result

Analysis of results

The data was subjected to statistical analysis for the purpose of interpretation. Descriptive statistics such as mean, standard deviation and intercorrelations were computed to understand the interdependence between the variables. Multiple regression analysis was used to test the hypotheses.

Table 1.2 Correlation of the dimensions of Psychological Capital and Organisational Citizenship Behaviour (N=150)

Predictors/ Criterion Variables	Coefficients		
	OCB (Organisations)	OCB (People)	OCB Total
Hope	.268**	.241**	.209*
Optimism	.347**	.298**	.314**
Resilience	.236**	.263**	.236**
Self – Efficacy	.265**	.260**	.259**
Psychological Capital Total	.347**	.328**	.314**

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

As the Results Table show, Hope significantly correlated with OCBO – OCB for Organisations and OCBP – OCB for People ($p < 0.01$) and it significantly correlated with OCB Total ($p < 0.05$). Similarly, Optimism significantly correlated with Organisational Citizenship Behaviour and all its dimensions ($p < 0.01$). Resilience significantly correlated with OCB and its dimensions ($p < 0.01$). Self – Efficacy has shown a significant correlation with OCB and all its dimensions ($p < 0.01$). Finally, Overall Psychological Capital significantly correlated with OCB and its both dimensions ($p < 0.01$).

Table 1.3 Multiple Regression Analysis (Step-wise) for the Psychological Capital and Organisational Citizenship Behaviour

Model	Predicted Variables	R	R ²	Adjusted R ²	R ² Change	F	P
1	Optimism	.314	.098	.092	.098	16.16	.000

Predictors: (Constant), Optimism

The result of the step-wise regression analysis show that variation of Optimism can explain 9.8% variation in Organisational Citizenship Behaviour. Category wise analysis leads to the conclusion that Organisational Citizenship Behaviour was best predicted by Optimism than other dimensions of Work Engagement.

Table 1.4 Unstandardized Beta value of the Multiple Regression Analysis (Step-Wise) for Psychological Capital and Organisational Citizenship Behaviour

Model	Variable	Unstandardized Coefficients		B	F Change	Sig.
		Beta	Std. Error			

1	Optimism	.975	.242	.314	16.160	.000
---	----------	------	------	------	--------	------

Predictors: (Constant), Optimism

The result unstandardized beta value of stepwise regression analysis show that 1% variation of Optimism explains 97.5% variation in Organisational Citizenship Behaviour ($\beta = 0.975$, $p < .000$). This model is adequately fit ($F = 25.135$, $p < .000$).

Discussion

The correlation and multiple regression analysis have been conducted and summary of results have been reported below to collate the outcome of analysis. Trends of association between psychological capital and organisational citizenship behaviour, drawn from the results of the present investigation are consistent with available researches. The results (Table 1.2) confirmed the hypothesis and it is found that psychological capital and its dimensions were significantly positively correlated with all the dimensions of organisational citizenship behaviour. An employee may have psychological capital that compels them to act responsibly toward their employer and co-workers. Past research findings also show a positive association between Psychological Capital and Organisational Citizenship Behaviour. According to Avolio and Gardner (2005), the current unstable business environment demands that businesses create not only PsyCap but also human and social capital in order to obtain a sustained competitive advantage. An enthusiastic employee that goes far beyond the call of duty to ensure ongoing organisational success would result from the focus on developing such types of capital. According to Organ and Near (1985), workplace cognitions are a person's evaluation or assessment of their life at work. Results (Table 1.2) also indicate a positive association between Psychological Capital and Organisational Citizenship Behaviours directed towards Organisations (OCBO) and similarly between Psychological Capital and Organisational Citizenship Behaviours directed towards People (OCBP). As evidence suggests this is mainly because, positive job cognitions influence OCBI and OCBOs favourably. In particular, a worker who has a more positive outlook on their future at a company is more likely to put forth effort to create a positive future by participating in OCBI and OCBOs for instance, helping behaviours, sportsmanship, initiative, loyalty, compliance, civic virtue and self-development (LePine, Erez, & Johnson, 2002). One is more prone to carry out OCBs targeted at people and the organisation as their PsyCap develops.

According to Norman et al. (2010), psychological capital overall is a significant predictor of OCB, particularly OCBO. It is suggested that a worker who receives favourable feedback about her work and is willing to put out motivated effort might voluntarily assist a co-worker (i.e., display a form of OCBI) given that he/she thinks the action might advance the cause of a bright future. Similar to this, the worker may show pride while representing the company or make recommendations for quality enhancements to advance a promising future by drawing on her favourable job evaluation (a form of OCBO).

The results (table 1.2) support the hypothesis by showing a positive correlation between hope and organisational citizenship behaviour. Snyder (1995) asserts that hope should be viewed as a constructive mental state based on a sense of effective goal-directed determination and preparation to achieve these goals. In numerous investigations, hope has demonstrated its efficacy in explaining the OCBI and the OCBO (Jung & Yoon, 2015; Ozyilmaz, 2020).

The results (Table 1.2) of the present investigation confirm positive association and optimism is positively correlated with organisational citizenship behaviour. Multiple regression analysis (Table 1.2) shows that optimism has emerged as the most important dimension of Psychological Capital than other dimensions of Psychological Capital. A number of studies supported the positive relationship between optimism and organisational citizenship behaviour. Ugwu and Igbende (2017) suggest that organisations should evaluate optimism during the hiring process and hire highly optimistic employees by weeding out the pessimistic ones.

Trends of association between resilience and organisational citizenship behaviour, drawn on the results of correlational analysis in the present investigation are found acceptable. The results (Table 1.2) confirm positive relationship between resilience and organisational citizenship behaviour. The influence of resilience on organisational citizenship behaviours (OCBs) was explored by Paul et al. (2019). These findings were confirmed by earlier studies that indicated a strong relationship between resilience and the OCBI and the OCBO (Gupta et al., 2017)

Trends of association between self-efficacy and organisational citizenship behaviour drawn from the results of correlation analysis in the present investigation are found acceptable. The results (Table 1.2) support the hypothesis for positive relationship between self-efficacy and organisational citizenship behaviour. Researchers in previous studies have supported this finding. Pradhan et al. (2020) and Beauregard (2012) discovered a continuous and significant association between efficacy and performance in their research of the connection between efficacy and the OCB. Further Cohen and Abedallah (2015) noted that employees would act in additional roles as a result of their efficacy. They define effectiveness as the desire to go above and beyond what was anticipated and the confidence in one's own talents.

Thus, hypothesis explaining the relationship between Psychological Capital and Organisational Citizenship Behaviour is accepted in the present investigation.

Conclusion

This study reports an investigation of the relationship between psychological capital and organisational citizenship behaviour of the employees. Firstly, this study contributes to the previous literature on positive organisational behaviour by suggesting that psychological capital especially optimism is positively associated with the extra-role behaviours that employees perform in the organisations. Psychological Capital is a critical factor in an organisation's success. The utilization of psychological resources by an employee directly influences the development of citizenship behaviour in organisations and increase the organisation's overall performance as well. Hence, it is suggested in present study that psychological capital is pivotal for enhancing the level of organisational citizenship behaviour in Indian organisations.

References

3. Avolio, B. J., & Gardner, W. L. (2005). Authentic Leadership Development: Getting to the Root of Positive forms of Leadership. *The Leadership Quarterly*, 16(3), 315-338.
4. Alexandra Beauregard, T. (2012). Perfectionism, Self-Efficacy And OCB: The Moderating Role of Gender. *Personnel Review*, 41(5), 590-608.
5. Cohen, A., & Abedallah, M. (2015). The Mediating Role of Burnout on the Relationship of Emotional Intelligence and Self-Efficacy with OCB and Performance. *Management Research Review*, 38, 2-28.
6. Dawkins, S.E., Martin, A.J., Scott, J.L., & Sanderson, K. (2013). Building on the Positives: A Psychometric Review and Critical Analysis of the Construct of Psychological Capital. *Journal of Occupational and Organisational Psychology*, 86, 348-370.
7. Dawkins, S.E., Martin, A.J., Scott, J., & Sanderson, K. (2015). Advancing Conceptualization and Measurement of Psychological Capital as a Collective Construct. *Human Relations*, 68, 925 - 949.
8. Gupta, M., Shaheen, M., & Reddy, P. K. (2017). Impact of Psychological Capital on Organisational Citizenship Behaviour: Mediation by Work Engagement. *Journal Of Management Development*, 36(7), 973-983.
9. Jung, H.S. And Yoon, H.H. (2015) The Impact of Employees' Positive Psychological Capital on Job Satisfaction and Organisational Citizenship Behaviours in the Hotel. *International Journal of Contemporary Hospitality Management*, 27, 1135-1156. <http://Dx.Doi.Org/10.1108/IJCHM-01-2014-0019>
10. Krastev, I. D., & Stanoeva, G. V. (2013). Organisational Citizenship Behaviour and Satisfaction with Coworkers Among Bulgarian Teaching Staff. *Baltic Journal of Career Education And Management*, 1(1), 40-47.
11. Lepine, J. A., Erez, A., & Johnson, D. E. (2002). The Nature and Dimensionality of Organisational Citizenship Behaviour: A Critical Review and Meta-Analysis. *Journal Of Applied Psychology*, 87(1), 52-65. <https://doi.org/10.1037/0021-9010.87.1.52>
12. Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction. *Personnel Psychology*, 60(3), 541-572. <https://doi.org/10.1111/J.1744-6570.2007.00083.X>
13. Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction. *Personnel Psychology*, 60(3), 541-572.
14. Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The Mediating Role of Psychological Capital in the Supportive Organisational Climate—Employee Performance Relationship. *Journal Of Organisational Behaviour: The International Journal of Industrial, Occupational and Organisational Psychology and Behaviour*, 29(2), 219-238.
15. Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing the Psychological Capital of Resiliency. *Human Resource Development Review*, 5, 25-44.
16. Masten, A. S., & Reed, M. G. J. (2002). Resilience in Development. In C. R. Snyder, & S. Lopez (Eds.), *Handbook of Positive Psychology* (Pp. 74-88). Oxford, UK: OUP.
17. Norman, S. M., Avey, J. B., Nimnicht, J. L., & Graber Pigeon, N. (2010). The Interactive Effects of Psychological Capital and Organisational Identity on Employee Organisational Citizenship and Deviance Behaviours. *Journal of Leadership & Organisational Studies*, 17(4), 380-391. <https://doi.org/10.1177/1548051809353764>
18. Organ, D. W., & Near, J. P. (1985). Cognition Vs Affect in Measures of Job Satisfaction. *International Journal Of Psychology*, 20(2), 241-253. <https://doi.org/10.1080/00207598508247735>

19. Organ, D. W. (1988). Organisational Citizenship Behaviour: The Good Soldier Syndrome. *Lexington Books/DC Heath And Com.*
20. Ozyilmaz, A. (2020). Hope and Human Capital Enhance Job Engagement to Improve Workplace Outcomes. *Journal Of Occupational and Organisational Psychology*, 93(1), 187-214.
21. Paul, H., Bamel, U., Ashta, A., & Stokes, P. (2019). Examining An Integrative Model of Resilience, Subjective Well-Being and Commitment as Predictors of Organisational Citizenship Behaviours. *International Journal of Organisational Analysis*, 27(5), 1274-1297.
22. Pradhan, R. K., Jena, L. K., & Bhattacharya, P. (2016). Impact of psychological capital on organisational citizenship behaviour: Moderating role of emotional intelligence. *Cogent Business & Management*, 3(1), 1194174.
23. Pradhan, R. K., Jena, L. K., & Panigrahy, N. P. (2020). Do Sustainability Practices Buffer the Impact of Self-Efficacy on Organisational Citizenship Behaviour? Conceptual and Statistical Considerations. *Journal Of Indian Business Research*, 12(4), 509-528.
24. Scheier, M. F., Carver, C. S., & Bridges, M. W. (2001). Optimism, Pessimism, and Psychological Well-Being.
25. Seligman, M. E. P. (1998). Learned Optimism. *New York, NY: Pocket Books*
26. Snyder, C. R., Sympson, S. C., Ybasco, F. C., Borders, T. F., Babyak, M. A., & Higgins, R. L. (1996). Development And Validation of The State Hope Scale. *Journal Of Personality and Social Psychology*, 70(2), 321.
27. Snyder, C. R. (1995). Conceptualizing, Measuring, and Nurturing Hope. *Journal of Counseling & Development*, 73(3), 355–360. <https://doi.org/10.1002/J.1556-6676.1995.Tb01764.X>
28. Stajkovic, A. D., & Luthans, F. (1998). Social Cognitive Theory and Self-Efficacy: Going beyond Traditional Motivational and Behavioural approaches. *Organisational Dynamics*, 26(4), 62–74. [https://doi.org/10.1016/S0090-2616\(98\)90006-7](https://doi.org/10.1016/S0090-2616(98)90006-7)
29. Van Dyne, L., & Lepine, J. A. (1998). Helping and Voice Extra-Role Behaviours: Evidence of Construct and Predictive Validity. *Academy of Management Journal*, 41(1), 108-119.
30. Walumbwa, F. O., Luthans, F., Avey, J. B., & Oke, A. (2011). Retracted: Authentically Leading Groups: The Mediating Role of Collective Psychological Capital and Trust. *Journal of Organisational Behaviour*, 32(1), 4-24.
31. Ugwu, F. O., & Igbende, D. A. (2017). Going Beyond Borders: Work Centrality, Emotional Intelligence and Employee Optimism as Predictors of Organisational Citizenship Behaviour. *Cogent Psychology*, 4(1), Article 1362805. <https://doi.org/10.1080/23311908.2017.1362805>