

A Study on Psychological Capital as A Predictor of Organizational Citizenship Behaviour

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Abstract

Psychological Capital is an individual's positive psychological state of development and is characterized by having self-efficacy, optimism, hope, and resiliency. Although OCB is not critical to the task or job, it serves to facilitate the organizational functioning. Therefore, not only employees are expected to fulfil their work obligations, they are also required to demonstrate through other positive behaviours that could promote the company to success. It is expected that the positive influences of psychological capital will reduce costs and mitigate negative influences in an organization. This research paper studies the relationship between Psychological Capital (PsyCap) and Organizational Citizenship Behaviour (OCB) towards employees and the mediating role of Organizational Commitment.

KEYWORDS: Psychological Capital, Organizational Citizenship Behaviour, Organizational Commitment

Introduction

At the turn of the 21st century, Martin former head of the American Psychological Association, identified an imbalance in Psychological research in United States and other parts of the world. In light of this problem, Seligman called for research in what came to be known as "Positive Psychology."

Following this new wave of research into positive psychology, organizational behaviour scientists began to construct organizational and leadership models that looked for the positive antecedents relevant to optimal work performance. At the University of Michigan, organizational scholars e.g. Jane Dutton, Robert Quinn, Kim Cameron began what they aptly called "positive organizational scholarship."

Psychological Contract: Positive Psychological Capital is defined as the positive and developmental state of an individual as characterized by high self-efficacy, optimism, hope and resiliency.

- **Self-efficacy:** It is defined as people's confidence in their ability to achieve a specific goal in a specific situation.
- **Hope:** It is defined as a positive motivational state where two basic elements - successful feeling of agency (or goal oriented determination) and pathways (or proactively planning to achieve those goals) interact.

- **Resilience:** It is defined in Positive Psychology as a positive way of coping with adversity or distress. In organizational aspect, it is defined as an ability to recuperate from stress, conflict, failure, change or increase in responsibility.
- **Optimism:** It was defined by Seligman by Attribution theory (Fritz Heider, 1958). An Optimistic person is defined as one that makes "Internal" or "dispositional", fixed and global attributions for positive events and "External" or "situational", not fixed and specific attributions to negative events. Optimism in Psycap is thought as a realistic construct that regards what an employee can or cannot do, as such, optimism reinforces efficacy and hope.

Organizational Citizenship Behaviour: OCB has been studied since the late 1970s. Over the past three decades, interest in these behaviours has increased substantially. Organizational behaviour has been linked to overall organizational effectiveness; thus these types of employee behaviours have important consequences in the workplace. Organizational behaviour has been linked to overall organizational effectiveness, thus these types of employee behaviours have important consequences in the workplace.

Currently, the most popular dimensions used to measure OCB are found in the 5-factor model (Organ, 1988):

- **Altruism:** being helpful.
- **Courtesy:** being polite and courteous; prevent conflict.
- **Conscientiousness:** doing more than just the minimum; attention to detail (prevent/ minimize error).
- **Civic Virtue:** showing interest and involvement (e.g. keeping up to date) with the organization; defend organizational policies and practices.
- **Sportsmanship:** tolerating less-than-ideal conditions; accepting of changes and performs requests without complaints.

Organisational Commitment: Is the bond employees experience with their organisation. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support. Organizational commitment is probably the best predictor of performance of employee and the main contribution of human capital. It is a comprehensive and lasting response to the organization as the job satisfaction. An employee may be temporarily dissatisfied with a job, but consider it a temporary situation, and yet not be dissatisfied with the organization itself. But when the dissatisfaction extends to the organization, it is likely that individuals consider the resignation (Robbins, 1999).

Porter et al. (1974) defined OC as strong belief in and acceptance of the organisational goals and values, willingness to exert considerable effort on behalf of the organisation and a definite desire to maintain organisational membership. This definition

highlights

three distinct dimensions which are:

- a strong belief and acceptance of the organisation's goals and values
- a willingness to exert considerable effort on behalf of the organisation
- a strong desire to maintain membership in the organisation

Mediating role of Organizational Commitment

When the employees are satisfied with their jobs, they show considerable trust in its goals and values and are willing to work hard for the organisation

(Mowday et al., 1982). Taken together Job Satisfaction would foster OC among the employees and committed employees, in turn, would indulge in extra role behaviours which is nothing but OCB.

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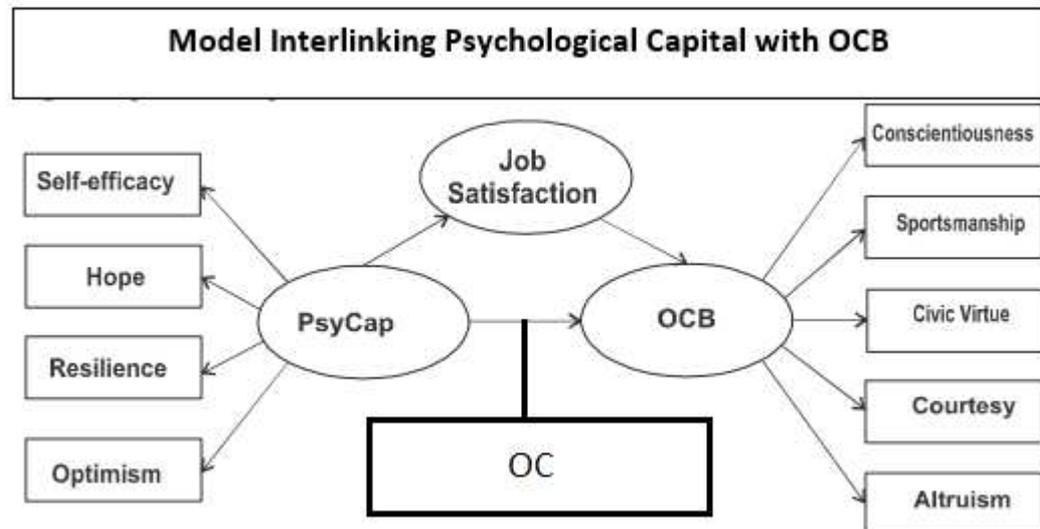
Types of Organizational Commitment

- **Affective commitment**
Affective commitment relates to how much employees want to stay at their organisation.
- **Continuance Commitment**
Continuance commitment relates to how much employees feel the need to stay at their organisation.
- **Normative commitment**

Normative commitment relates to how much employees feel they should stay at their organisation. Employees that are normatively committed generally feel that they should stay at their organisations.

Objectives of the study

- To determine the relationship between Psychological Capital and Organizational Citizenship Behaviour
- To determine the relationship between Psychological Capital and OCB and mediating role of Organizational Commitment



Interlink between Psychological Capital and OCB

Avolio and Luthans (2006) viewed PsyCap as “what you can become in terms of positive development” than other forms of capital investments that is human capital “what you know,” social capital “who you know” and financial capital “what you have”. Thus, a dedicated domain of PsyCap in behavioural science was argued to provide necessary road map for efficient functioning of human resources (Nelson & Cooper, 2007; Youssef & Luthans, 2012). The emerging theory of PsyCap has focused on advancing the discipline of positive psychology. The emphasis was on grooming individual psychological elements such as hope (Snyder, 2002), optimism (Seligman, 1990), self-efficacy (Bandura, 1997), and resilience (Masten, 2001). Luthans, Avolio, Avey and Norman (2007) have explicated the elements as: (a) **Hope**: relentless focus toward goal and if required re-directing the paths in order to achieve the desired objective; (b) **Optimism**: having a positive orientation for accomplishments; (c) **Self-efficacy**: carrying necessary self-confidence to own and place required efforts to succeed the challenging assignments and (d) **Resilience**: to sustain and rebound back amidst adversity.

OCB is also found by researchers to have a profound impact on organizational performance and individual development (Dunlop & Lee, 2004; Organ et al., 2006). OCB encompasses five dimensions: **Altruism, Generalized Compliance, Sportsmanship, Courtesy, and Civic Virtue** (Organ, 1988; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Employees engaging in altruism help co-workers selflessly without any expected return. Employees exercising conscientiousness are timelier and more focused at work. Courtesy means the consideration of one’s personal actions on co-workers. Employees engaging in courtesy will take a proactive stance to avoid causing hardship to other employees. Sportsmanship is slightly different from other OCBs in that employees engaged in this behaviour will desist from negative actions that affect co-workers or the organization. An employee exhibiting sportsmanship is more likely to be tolerant of inconveniences and impervious to gossiping. Civic virtue also has direct benefits for the organization and includes active involvement in organizational governance and activities. Those

who practice civic virtue are more concerned with organizational policies and staying involved with issues important to organizational functioning. From the above model it can be seen psychological capital will induce job satisfaction leading to organizational citizenship behaviour. Job satisfaction is in turn induced by factors such as Comfort at work, Challenges at work, Materialistic rewards, Relationship with colleagues and Promotion and Career growth.

Conclusion

Basic training in the four abilities namely self-efficacy, hope, optimism, and resilience that comprise psychological capital would enable employees to develop their psychological capacities and result in increased organizational citizenship behaviour. The development of psychological capital in employees may develop enough competence in them to take up the challenges of globalization and enhance their organizational citizenship behaviour resulting in increased human resource development for the organization, resulting in organizational effectiveness.

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