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**The Influence of Psychological Capital on
Organizational Citizenship Behavior Among
Employees**

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Abstract:

The study examines the relationship between Psychological Capital and Organizational Citizenship Behaviour (OCB), revealing a moderate positive correlation ($r = .492$, $p < .01$), indicating that higher Psychological Capital is associated with increased OCB. Regression analysis shows that Psychological Capital significantly predicts OCB, explaining 24.2% of its variance. While females exhibited slightly higher Psychological Capital than males, the difference was not statistically significant ($p = 0.080$). Similarly, ANOVA results indicate no significant difference in OCB across age groups ($p = 0.094$), despite a trend of increasing OCB with age. These findings suggest that Psychological Capital plays a crucial role in enhancing OCB, while gender and age differences in these variables may be attributed to random variation rather than substantial influence.

1. INTRODUCTION:

An organisation's workplace is a complex setting. Some people enjoy it and find it interesting and stimulating, while others grow anxious and burned out because of their heavy task. A number of personal, interpersonal, and organisational characteristics have been associated with organisational citizenship behaviour. The stress of working with a variety of constraints on a daily basis, constant heaviness from the colleagues and superiors for the achievement of their goals, adds to the pressure of the executives, and are among some of the job situations. The behaviours displayed by employees under such circumstances becomes very important and crucial for the functioning of the organisations. Employees' role behaviours or work actions that usually go beyond their job description, but adds value to the organisation, is very useful to the organisation as a whole, and stimulates the organisation's efficient operation is termed as organisational citizenship behaviour. Though many studies exist on organisational citizenship behaviour, very few studies have examined the influence of important variables like Psychological Capital, Psychological Empowerment, Affective Commitment and Work Engagement. From the extant literature that is available, most of these studies have been conducted in the North American and European samples. Scant evidence exists on the studies done on Indian organisations on these variables. Thus, the present research makes an effort to examine the effect of Psychological Capital,



Psychological Empowerment, Affective Commitment and Work Engagement on organisational citizenship behaviour of executives.

Organisational citizenship behaviour

The term 'Organisational citizenship behaviour (OCB)' was coined in the late 1980. Since then it has undergone few revisions, though the basic concept remains the same. OCB refers to any spontaneous action that is executed by the employee, as desired by him/her, which is not mandated by the organisation or demanded by the seniors even. The basic understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work is what many are familiar with, and that is how OCB is conceptualised. An employee extending a helping hand to a newcomer, or helping a colleague in his task or volunteering to change shifts are few typical examples of OCB. Apart from these organisational related acts like extending the shift to complete the task or volunteering to organise events without expecting any additional remuneration, also come under OCB.

Even before the term OCB was coined, Barnard came out with a definition that would rightly define OCB. He stated that "the willingness of individuals to contribute cooperative efforts to the organisation was indispensable to effective attainment of organisational goals. Katz's focussed on the notion behind the extra-role behaviour of the employees. Katz noted that "employees willingly contribute extra efforts for the attainment of the organisational outcomes." Relying on the notions of both Barnard and Katz, Organ developed his OCB construct. According to Organ "OCB is an individual's discretionary behaviour which is not directly or explicitly recognized by the formal reward system and it is in the aggregate that promotes the effective functioning of the organisation." Van Dyne et al. who proposed the broader construct of "extra-role behaviour", defined OCB as "a behaviour which benefits the organisation and/or is intended to benefit the organisation, which is discretionary and which goes beyond existing role expectations".

Research on OCB took a new pace after a formal naming and Organ defining OCB. He stated that "OCB is a voluntary individual behaviour that, when aggregated across people and time, contributes to the improved performance of the organisation." OCB is termed as a beneficial component for organisations, as individuals volunteered to do tasks that are not



formally structured or mandated as a part of the individual's assignment or role. Such efforts put in by the employees, are labelled by scholars as organisational citizenship Behaviour.

2.REVIEW OF LITERATURE:

Psychological Capital is defined as “an individual's positive psychological state of development” (Fred Luthans, et al., 2007) which is characterised by having high levels of HERO; the four elements of Hope, (Self-)Efficacy, Resilience, and Optimism. Conger and Kanungo (1988) are generally considered to be the first authors to talk about the concept of psychological empowerment (PE). They distinguished between empowerment based on management and social influence literature, and that based on psychology literature. They defined empowerment as a relational construct in the practice of management, since it describes the process by which a leader shares their power with their subordinates in a dynamic relationship. A Study on “Effect of psychological capital and resistance to change on organisational citizenship behaviour : original research “conducted by Lody Beal III, Jacqueline M. Stavros and Matthew L Code published in Journal of Industrial Psychology. This study aims to examine the possible role of resistance to change as a moderator of the predictive relationship between PsyCap and organisational citizenship behaviour (OCB), in which OCB served as an index for measuring positive organisational change. Little empirical research has investigated the application of positive organisational behaviour to government organisations undergoing organisational change. Organisations can use the study results to increase positive outcomes and reduce resistance in government organisations experiencing a holistic change intervention. The data comprised a cross-sectional survey of 97 employees from a government organisation that provides life-cycle career management support. Employees completed the 24-item psychological capital questionnaire, the 16-item organisational citizenship behaviour scale and the 17-item resistance to change scale. Data analyses used a mixed methods approach to merge quantitative inferential statistics with qualitative thematic analysis. The findings of the study are the quantitative analysis yielded high levels of resistance to change that moderated the positive effect of Psy Cap on organisational citizenship behaviour. The thematic analysis revealed that affective, behavioural and cognitive forms of resistance to change were prevalent. Practical implications of the study are Organisational leaders should seek to reduce resistance and

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increase the resources that organisations need to effect positive organisational change.

Contribution/value-add: This study adds to the growing body of knowledge about positive organisational behaviour in government organisations. A Study on “Impact of psychological capital on organisational citizenship behaviour: Mediation by work engagement” conducted by Manish Gupta, Musarrat Shaheen, Prathap K. Reddy Published in Journal of Management Development The aim of the study is to examine the mediating role of work engagement (WE) between psychological capital (PsyCap) and the two facets of organisational citizenship behaviour (OCB) which involves both individual and organisation. It also examines the moderating role of perceived organisational support (POS) between PsyCap and WE, and WE and the two facets of OCB. A total of 293 responses gathered from employees working in diverse service sector industries in India were assessed using structural equation modelling. The results indicate that Overall, the results support the mediating role of WE in the PsyCap-OCB relationship, and the moderation of POS between WE and the two facets of OCB. This study helps in understanding how WE-OCB relationships can be negatively affected in the presence of high POS. The results encourage organisations to establish systems for enhancing the engagement levels of their employees, which according to this study may be achieved by creating and maintaining a vibrant work environment.

A Study on “Impact of psychological capital on organisational citizenship behaviour: Moderating role of emotional intelligence” conducted by Listen Research Article Rabindra Kumar Pradhan, Lalatendu Kesari Jena & Pratishtha Bhattacharya published in Cogent Business & Management. The purpose of the study is set to investigate (a) the relationship of psychological capital (Psyscap) on organisational citizenship behaviour (OCB) and (b) whether the construct of EI plays a role in moderating the relationships between Psyscap and OCB. The study examined employed professionals identified through convenience sampling (N = 212) in Indian manufacturing and service industries. After establishing the psychometric properties of the scales, hypotheses were tested through structural equation modelling. The results show that Psyscap is positively related to OCB. The study’s major hypothesis that EI moderates the relationship between Psyscap and OCB was also supported. Implications of the findings as well as recommendations for future studies are discussed. Findings of the present study are pertinent to senior management and HR functionaries of organisations who are

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directly and indirectly associated with policy formulation and employee administration. It was inferred from the study that positive psychological orientation develops better EQ competencies to maintain a healthy interpersonal relation that is instrumental in achieving optimal organisational performance. If a person feels valued, appreciated, and heard in the organisation he/she gets motivated to achieve the goals; hence, proper reward mechanisms need to be initiated for exemplary behaviour demonstrated by individual and team to achieve organisational goals. Organisations may think of investing in training their employees to enhance their EI skills. Organisational culture plays a dynamic role for influencing the Psycap of employees. Therefore, management needs to encourage positive affectivity among their employees and possibly they may think of revisiting their mission and values. HR functionaries need to play the role of a custodian in appraising emotional reactions, displaying care and concern for people and using emotions for creating a positive work environment. Emotionally intelligent leaders irrespective of discipline plays a significant role in monitoring their own behaviour and their followers. A greater understanding of subordinates gives ample room to motivate them for exhibiting citizenship behaviours. The research findings set out to understand the citizenship behaviour of employees and executives employed in manufacturing and service sector, which is a defining characteristic of the new world of work. The proposed framework and its empirical findings have established the fact that an emotionally intelligent employee with a positive psychological frame of mind is directly proportional with fostering citizenship behaviour. The present research has employed self-report measures for collecting the data from sample respondents which may stand problematic for generalisation. Therefore, the future researchers may use qualitative or mixed models, that too in different time frames for comprehending the concepts. Future studies may also focus on carrying longitudinal research to understand the trend of relationships examined in the present study over an extended period of time, which will effectively refine the results. A Study on “Influence of Psychological Capital on Organisational Citizenship Behaviours: The Mediating Role of Psychological Well-being” conducted by Saeed T. Alshahrani, Kamran Iqbal published in International journal of organisational behaviour. The purpose of this study is to investigate the mediating role of psychological well-being between psychological capital and organisational citizenship behaviour. To achieve the objectives of

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this study, data has been collected using a survey method through a cross-sectional technique from employees (n =199) working at higher education institutes in Pakistan. The Preacher and Hayes (2008) method of bootstrapping has been employed by using the Process macro for SPSS. The results of the analysis indicated that psychological well-being works as a mediating mechanism between psychological capital and organisational citizenship behaviour. The critical flow-on effects of this study are that it has both theoretical and practical implications in the workplace. Therefore, the logical connection is that this study has filled the gap in the literature by testing the mediating role of psychological well-being in the link between psychological capital and organisational citizenship behaviour. Apart from the theoretical implication, there are practical implications of the resulting analysis for practitioners, especially those in higher management of education institutes who are keen to see extra-role behaviours displayed in their staff. The authors have also discussed the limitations and future direction of the study, which will help future researchers to extend this study.

3.METHODOLOGY:

The research methodology can also be understood as a pattern of organising the procedure for collecting valid and reliable data for a research. It gives a detailed description of the research procedures that are followed during the investigation.

3.1 Objectives of the Study

- To examine psychological capital of executives in relation to their organisational citizenship behaviour
- To examine the mediating role of affective commitment between psychological capital and organisational citizenship behaviour

3.2 Hypotheses

1. The psychological capital of executives will be positively related to organisational citizenship behaviour
2. Psychological empowerment mediates the relationship between psychological capital and organisational citizenship behaviour



3.3 Procedure of Data Collection

This study was conducted on 210 executives from public sector industries in Telangana. After obtaining permission from authorities, data collection was scheduled, and executives completed informed consent forms before receiving questionnaires. Some responses were collected in person, while others were gathered via Google Forms. The collected data was carefully scrutinized for completeness. A non-experimental, correlational approach with an explanatory design was used. The data was coded, organized into a master chart, and systematically analyzed for interpretation.

3.4 Statistical Treatment

Using the statistical tools like mean, standard deviation, independent t-test, correlation, and multiple regression analysis, statistical analyses were conducted on the sample groups based on the objectives, hypothesis, and data type in order to gain a comprehensive picture of the population.

4.DATA ANALYSIS AND INTERPRETATION:

4.0 Introduction:

Organizational Citizenship Behaviour (OCB) refers to discretionary behaviours exhibited by employees that are not explicitly recognized by the formal reward system but contribute to the effective functioning of the organization. These behaviours go beyond the basic requirements of the job and can include acts of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Altruism: Helping colleagues with work-related problems or tasks.

Conscientiousness: Going beyond the minimum requirements, such as being punctual and adhering to company rules.

Sportsmanship: Maintaining a positive attitude, even in difficult circumstances, and avoiding unnecessary complaints.



Courtesy: Preventing work-related problems for others by being considerate and communicating effectively.

Civic Virtue: Participating in the governance of the organization, showing concern for the company, and keeping up with organizational announcements and developments

4.1: Descriptive Analysis on Socio-Economic Variables

The distribution of gender among a sample of 210 individuals. There are 102 females in the sample with 48.6% and there are 108 males in the sample with 51.4%. the male sample is little higher than female sample. There are 96 individuals in the Up to 30 Years age group, with 45.7%. In the sample respondents 104 individuals in the 31-40 Years age group. That is 49.5%. and only 10 respondents in the sample belongs to 41-50 Years age group with 4.8%. This table shows that the majority of the sample falls within the "Up to 30 Years" and "31-40 Years" age groups, with the latter being the largest. A smaller portion of the sample is in the "41-50 Years" age group. There are 189 individuals with a B Tech qualification with 90%. There are 10 individuals with a BE qualification with 4.8 percentage. There are 11 individuals with an M Tech qualification with 5.2 percentage. This table shows that the majority of the sample holds a B Tech qualification, with a smaller portion holding BE and M Tech qualifications.

4.2: The analysis on relation between Organizational Citizenship Behavior (OCB) and Psychological Capital.

Table:4.2.1 The correlation between Organizational Citizenship Behavior (OCB), Psychological Capital.

		OCB	PC
OCB	Pearson Correlation	1	.492**
	Sig. (2-tailed)		.000
PC	Pearson Correlation	.492**	1
	Sig. (2-tailed)	.000	

The correlation between Organizational Citizenship Behaviour (OCB) and Psychological Capital is $r = .492$, the significant value $p < .01$. that means moderate positive correlation.



Higher psychological capital is linked with higher OCB. There are moderate to strong positive correlations between OCB and psychological capital increase, OCB tends to increase as well. These relationships suggest that enhancing psychological capital can positively impact organizational citizenship behaviour and affective commitment within an organization.

4.3: Regression Analysis psychology variables as Dependent Variable: Organizational Citizenship Behaviour (OCB) and Psychological Capital.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.492 ^a	.242	.238	2.75051

a. Predictors: (Constant), Psychological Capital

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	502.396	1	502.396	66.408	.000
Residual	1573.585	208	7.565		
Total	2075.981	209			

a. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

b. Predictors: (Constant), Psychological Capital

Coefficients ^a				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.



	B	Std. Error	Beta		
(Constant)	15.754	1.514		10.409	.000
Psychological Capital	2.616	.321	.492	8.149	.000
a. Dependent Variable: Organizational Citizenship Behaviour					

The above tables present the results of a simple linear regression analysis, where the dependent variable is Organizational Citizenship Behaviour (OCB) and the predictor is Psychological Capital. The correlation coefficient value is 0.494, indicates a moderate positive relationship between Psychological Capital and OCB. The R Square value is 0.242, this means that 24.2% of the variance in OCB is explained by Psychological Capital. The F-value is 66.408 and p-value is 0.000. The p-value indicates the probability that the observed F-value would occur by chance. A value of .000 suggests that the model is statistically significant.

The coefficient of Constant(β_0) value is 15.754 with significant at 5% level. The coefficient of Psychological Capital(β_1) value is 2.616 with significant value is 0.000. A significant positive coefficient, suggesting that higher Psychological Capital is associated with higher OCB. For each one-unit increase in Psychological Capital, OCB increases by 2.616 units.

The regression model explains about 24.2% of the variance in Organizational Citizenship Behaviour (OCB). The overall model is statistically significant, indicating that Psychological Capital is a significant predictor of OCB. The coefficient for Psychological Capital is positive and significant, showing a moderate positive relationship between Psychological Capital and OCB.

Table:4.4: shows the t-test for finding significant difference between gender among Psychological Capital.

Group Statistics							
	Gender	N	Mean	Std. Deviation	t	df	P-value
Psychological Capital	Female	102	4.7504	.49408	1.758	208	.080
	Male	108	4.6073	.66738			



The table presents the results of a t-test to determine whether there is a statistically significant difference in Psychological Capital between genders. The calculated t-value is 1.758 suggests there is a difference between the means of the two groups, but the magnitude of the difference is not substantial. The calculated p-value value is 0.080, which is greater than the common significance level of 0.05. that is not significant. This indicates that the difference in Psychological Capital between males and females is not statistically significant. The mean Psychological Capital score was presented in mean $\pm$ sd, for females was (4.7504 ± 0.49408) is higher than that for males was (4.6073 ± 0.66738). This suggests that on average, females may have slightly higher levels of Psychological Capital compared to males.

The observed difference in means, with females having slightly higher scores than males, is not large enough to be considered statistically significant. This suggests that the differences in Psychological Capital between genders could be due to random variation rather than a true difference.

4.5: Comparative Study on Demographic variables about Psychology Variables through ANOVA.

Table 4.5.1: A Comparative Study on Organizational Citizenship Behaviour between the age groups through one-way ANOVA.

Organizational Citizenship Behaviour	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Upto 30 Years	96	27.5625	3.10115	.31651	26.9341	28.1909
31-40 Years	104	28.2404	3.20041	.31383	27.6180	28.8628
40-50 Years	10	29.5000	2.59272	.81989	27.6453	31.3547
Total	210	27.9905	3.15165	.21748	27.5617	28.4192



ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Organizational Citizenship Behaviour	Between Groups	46.866	2	23.433	2.390	.094
	Within Groups	2029.115	207	9.802		
	Total	2075.981	209			

The tables present the results of a one-way ANOVA to examine whether there is a statistically significant difference in Organizational Citizenship Behaviour (OCB) across different age groups. The ANOVA table presents the results of the test to determine if there are significant differences in OCB among the different age groups. The calculated F-value was 2.390 indicates some variability between the groups relative to within the groups. The calculated p-value was 0.094, which is greater than the common significance level of 0.05. This suggests that the differences in mean OCB scores among the three age groups are not statistically significant. Among the different age groups, the age group Upto 30 Years the mean of OCB is represented in the form of mean $\pm$ sd and it was 27.5625 ± 3.10115 , for 31-40 Years age group the Mean $\pm$ sd was 28.2404 ± 3.20041 and 40-50 Years age group was mean $\pm$ sd was 29.500 ± 2.593 . The mean OCB is highest among the 40-50 years age group and lowest among those up to 30 years old. Although the mean Organizational Citizenship Behaviour increases with age, the one-way ANOVA results indicate that these differences are not statistically significant at the 5% level ($p = 0.094$). Therefore, we do not have enough evidence to conclude that age has a significant impact on Organizational Citizenship Behaviour in this sample.

5.FINDINGS, CONCLUSIONS:

- There is a relatively positive correlation between psychological capital and organizational citizenship behaviour (OCB) ($r = .492$, significant value $p < .01$). There is a positive correlation between psychological capital and OCB.



- The Psychological Capital coefficient is 0.944. This coefficient (p-value = 0.066) suggests that psychological capital and OCB may have a positive association, which is marginally significant at the 0.05 level.
- The Psychological Capital (β_1) coefficient has a value of 2.616. a notable positive coefficient showing a correlation between higher Psychological Capital and higher OCB. For every unit gain in psychological capital, OCB increases by 2.616 units.
- There is some variability across the groups compared to within the groups, as indicated by the F-value of 3.318. The statistical significance of the variations in mean Psychological Capital scores between the three age groups is indicated by the p-value of 0.038, which is less than the conventional significance level of 0.05.
- A F-value of 3.318 suggests that there is variation within groups as well as between them. The two age groups' mean Psychological Capital scores differ by a statistically significant amount, as indicated by the p-value of 0.038, which is less than the conventional significance level of 0.05.
- The regression model explains around 24.2% of the variation in Organizational Citizenship Behaviour (OCB). Based on statistical significance, the complete model suggests that Psychological Capital is a substantial predictor of OCB. The positive and statistically significant coefficient shows that Psychological Capital and OCB have a moderately positive association.
- The p-value of 0.080 suggests that there is no statistically significant difference in Psychological Capital between males and females. It is not possible to conclude that the observed mean difference—which shows that men scored somewhat lower than women—is statistically significant. This shows that rather than representing a real difference, the variations in Psychological Capital between genders may just be the result of random variance.



- The one-way ANOVA findings show that these differences are not statistically significant at the 5% level ($p = 0.094$), despite the fact that the mean Organizational Citizenship Behaviour increases with age. Consequently, we lack sufficient information to draw the conclusion that the age of the sample has a substantial influence on the behaviour of organizational citizenship. Random variation may be the cause of the observed variations in mean OCB scores. Those under 30 had the lowest mean OCB, while those in the 40–50 age range have the greatest mean.

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