Psychological Capital, Work Engagement and Organizational Citizenship Behaviour

Dr. Ravindranath K. Murthy,
Assistant Professor
Department of Psychology, Osmania University, Hyderabad

`2891835@gmail.com`

Abstract

The purpose of the present investigation was to examine the influence of Psychological Capital and Work Engagement on Organizational Citizenship Behaviour (OCB) of executives. A cross sectional survey research design was used to collect the data. Statistical analysis of the data indicated that both psychological capital and work engagement have significant impact on the organizational citizenship behaviour of the employees. The meaning of this result and implications of this finding are discussed in this study.

Key words: Positive Psychology, Psychological Capital, Work Engagement and Organizational Citizenship Behaviour

Introduction

Behaviours exhibited by employees at work are generally classified into role behaviours and extra role behaviours. Role behaviours generally pertain to those work behaviours which form a part of their job description, and which is generally expected from them from their employers. Extra role behaviours, also called as organizational citizenship behaviours (OCB's) are those behaviours, which do not form a part of their job description, and are generally performed by them voluntarily for the effective functioning of the organization. Contemporary research in the area of organizational behaviour has indicated that OCB performed by employees has a significant bearing on the success of the organization. The present research study is undertaken to examine how the psychological capacities and strengths of the employees in the form Psychological Capital influence organizational citizenship behaviours of executives.

Organizational Citizenship Behaviour

Organizational citizenship behaviour refers to voluntary behaviours performed by the employees at the work place, and which do not form a part of their job description The term organizational citizenship behaviour (OCB) was first coined by Dennis Organ and his colleagues in 1983 (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). Organ (1988) defined organizational citizenship behaviour as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p. 4). Such behaviours exhibited by the employees typically go beyond an employee's job description, but are very useful to the organization as a whole. Organizational citizenship behaviour, which is basically an attitude, refers to actions performed by employees who surpass the minimum role requirements expected by the organizations and promote the welfare of co-workers, workgroups, or the organization (Wit, 1991). Examples of organizational citizenship behaviours performed by employees at the work place include making innovative suggestions to improve the company, orienting or helping new employees to their work, and helping co-workers or colleagues having heavy work load (Becker & Randall, 1994). It is observed in the literature that organizations that depend on organizational citizenship behviours of employees, promote a positive work climate, tolerate inconveniences without complaint, and protect organization resources (Witt, 1991).

Research on OCB attempts to discover and understand what makes employees engage in citizenship behaviour and how this can be used within the organization to enhance productivity. The present research attempts to investigate how the positive psychological capacities in the form of psychological capital and work engagement have an influence on the organizational citizenship behavior

Psychological Capital

Positive Psychology is a recently established branch of knowledge. Positive psychology as a field of study focuses on the positively oriented human strengths and human capacities (Seligman, 1998). Over the years considerable research attention has been given to the study of positive psychological capacities in the workplace. This growing body of research has led to a more specific interest in the topic of positive organizational behavior (Luthans, 2002a, 2002b ;

Nelson and Cooper, 2007; Wright, 2003; Wright and Cropanzano, 2007; Luthans and Youssef , 2007a, 2007b). Positive organizational behaviour is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement" (Luthans, 2002b, p. 59). Psychological capital is one such second order core construct indentified by Luthans, Youssef and Avolio (2007) from the study of positive organizational behaviour . According to them psychological capital is a latent variable reflected by self-efficacy, optimism, hope and resilience. Avolio and Luthans (2006) suggest that psychological capital can be viewed as ''who you are'' and ''what you can become in terms of positive development'' and is   to be differentiated from human capital (''what you know''), social capital (''who you know''), and financial capital (''what you have'').

Work Engagement

Work engagement has recently emerged as a potentially important topic in the organizational behaviour literature (Simpson, 2009). Kahn's article "psychological conditions of personal engagement and disengagement at work", which appeared in Academy of Management Journal is generally considered as the first research work which theorized about work engagement for the first time in the literature (Kahn, 1990). Kahn(1990) described engaged employees as being physically active, cognitively, and emotionally connected with their work roles. According to Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002),Work engagement refers to a positive, fulfilling,work-related state of mind that is characterized by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while working. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (p. 74). Work engagement describes how workers experience their work at the workplace. Whether they perceive it as stimulating and energetic and something to which they really want to devote time and effort (the vigour component); and as significant and meaningful pursuit (dedication component); and as engrossing and something on which they are fully concentrated (absorption component) (Bakker, Schaufeli, Leiter, & Tarris, 2008).

Theoretical framework

Much of the research on psychological capital, work engagement and organizational citizenship behaviour has been carried out in the North American and European context. Very little research has been carried out in the Indian context.   The present study attempts to investigate the relationship between psychological capital and organizational citizenship behaviour; and work engagement and organizational citizenship behaviour of executives working in Indian organizations.

Research on positive organizational behaviour has documented that employees psychological capacities play a significant role in successfully completion of work (Luthans, 2002a; Nelson and Cooper, 2007; Wright, 2003; Wright and Cropanzano, 2007; Luthans and Youssef , 2004; Luthans and Jensen, 2002).   In the contemporary world of work, to compete effectively, companies not only must recruit the top talent, but must also inspire and enable employees to apply their full capabilities to their work (Bakker, Albrecht, & Leiter, 2011). Psychological capital is a second order construct comprising of self-efficacy, hope, optimism and resilience. Research studies done in the area of self efficacy, hope, optimism, and resilience, seen from an individualistic perspective, indicates that they all have a significant relationship with job and work attitudes (Luthans, Avolio, Avey, & Norman, 2007; Luthans and Youssef, 2004; Youssef & Luthans, 2007; Luthans and Jensen, 2002; Peterson and Luthans, 2003;Adams, Snyder, Rand, King, Sigmon, and Pulvers, 2003; Luthans, Zhu, & Avolio, 2006; Luthans, Avolio, Walumba and Li, 2005). Contemporary organizations need employees who are psychologically connected to their work; who are willing and able to invest themselves fully in their roles; who are proactive and are willing to work beyond their job description (Podsakoff & Mackenzie, 1994). They need employees who feel energetic, and are committed to high quality performance standards (Bakker & Leiter, 2010). Based on this discussion, the first hypothesis of the study is formulated

Hypothesis 1: Psychological Capital will be positively related to organizational citizenship behaviour

Research on work engagement has revealed that engaged employees are highly energetic, self-efficacious individuals who exercise influence over events that affect their lives (Bakker,Albrecht, and Leiter, 2011). Employees high on work engagement are said to have positive attitude, create their own positive feedback, in terms of appreciation, recognition and success (Bakker,Albrecht, and Leiter, 2011). Work engaged employees feel energetic, and are committed to high quality performance standards (Bakker & Leiter, 2010). Engaged employees have focused energy that is directed toward organizational goals (Macey, schneider, Barbara, & Young, 2009), and are more likely to work harder through increased levels of discretionary effort than are those who are disengaged (Bakker, 2011). Thus the second hypothesis of the study is formulated

Hypothesis 2: Work engagement will be positively related to organizational citizenship behaviour

Method

Research Design

The present research study is designed on a quantitative research framework which utilized a descriptive research perspective. This study was a non experimental research study. The study adopted a cross sectional survey research method in which psychometrically sound instruments-questionnaires were used to collect primary data from the executives working in different organizations.

Sample

The sample for the present study comprised of 270 executives drawn from six organizations. Most of the executives were holding middle level managerial positions.

Measures

Psychological capital scale: For measuring psychological capital the scale developed by by Luthans, Avolio, Avey, and Norman (2007) was used. This scale comprises of 24 items, having a response format ranging from 1 = strongly disagree to 6 = strongly agree, thus the possible score on this scale range from 24 to 144. High scores on this scale indicate high psychological

capital. The cronbach's alpha for this scale in the present study was found to be 0.77 This scale has demonstrated adequate internal consistency and construct validity in the literature (Luthans, Youssef, and Avolio, 2007)

Organizational Citizenship Behaviour scale: For measuring organizational citizenship behaviour, the scale developed by Bakshi and Kumar (2009) was used in the study. This scale is a 30 item scale, having a response format of the type, 1 = Never, 2 = Rarely, 3 = Sometimes, 4= Frequently, 5 = Always. The minimum and maximum possible scores on this scale range from 30 to 150. High scores on this scale indicate high organizational citizenship behaviour, and low scores on this scale indicate low organizational citizenship behaviour. This scale measures organizational citizenship behaviour on five different dimensions, however for the purpose of the present study, the total score on all the 30 items was taken as the measure of organizational citizenship behaviour. This scale has six negatively worded items. The authors of this scale have obtained satisfactory internal consistency-reliability coefficients, and have also demonstrated construct validity of the scale (Bakshi and Kumar, 2009).

Work Engagement Scale: The Utrecht work engagement scale developed by Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002). This scale has 17 items, having a seven point response format ranging from 0= Never to 6= Always. The possible scores on this scale range from 0 to 102. This scale has well established construct validity and reliability established in the literature (Schaufeli, Salanova, Gonzalez-Roma, and Bakker, 2001). High scores on this scale indicate high work engagement

Procedure

All the three questionnaires along with the covering letter were bound in form of a booklet. Initial rapport was established with the executives and later they were briefly explained about the manner of responding to the items on the questionnaires. Executives were encouraged to give frank and honest responses to the items on questionnaires. They were also assured of the confidentiality of their responses. It was also communicated to them that their individual data will not be communicated to the organization.

Results and Discussion

To examine the relationship between psychological capital and organizational citizenship behaviour of executives the product moment correlation coefficients were computed and is presented in table 1.

Table 1
Means, Standard Deviations and Correlation Coefficients between Psychological Capital and Organizational Citizenship Behaviour; and Work Engagement and Organizational Citizenship Behaviour

Variable	Mean	SD	Correlation Coefficient
Psychological Capital	95.40	18.1423	0.766**
Work Engagement	71.97	16.6012	0.573**

**p<0.001

From table 1 it can be observed that the correlation coefficient computed between psychological capital and organizational citizenship behaviour, and work engagement and organizational citizenship behaviour is positive and found to be significant (p<0.001). This indicates that there is significant positive relationship between psychological capital and organizational citizenship; and work engagement and organizational citizenship behaviour. To further examine whether psychological capital scores, and work engagement scores of executives would predict their organizational citizenship behaviour multiple linear regression analysis were carried out. Organizational citizenship behaviour scores were treated as criterion variable and psychological capital scores, and work engagement scores were treated as predictor variable. The result thus obtained is presented in table 2.

Table 2
Results of Regression Analysis with Psychological Capital predicting Organizational citizenship behaviour of executives

Model	F	df	Adj. R^2	β
Dependent Variable: OCB				
Psychological Capital	378.506**	2,267	0.737	0.662**
Work Engagement				0.562**

**p<0.001

It can be observed from table 2 that the F value is significant ($p < 0.001$), this indicates that there exists a linear relationship between psychological capital, work engagement and organizational citizenship behaviour, and the model of regression is found to be appropriate. Approximately seventy four percent (Adjusted $R^2 = 0.737$) of the variation in the organizational citizenship behaviour scores of executives can be explained by the changes in the psychological capital, and work engagement scores of the executives. The last column in table 2 indicates both the standardised regression coefficients (β) to be significant ($p = 0.0000$), this indicates that there is a significant influence and impact of psychological capital, and work engagement on organizational citizenship behaviour of executives

The positive and significant correlation between psychological capital and organizational citizenship behaviour; and between work engagement and organizational citizenship behaviour and the emergence of psychological capital and work engagement as significant predictors of organizational citizenship behaviour indicates that psychological capital, and work engagement of executives influences and predicts their organizational citizenship behaviours.. This result confirms and proves both the hypothesis formulated in the study.

Conclusion

The results of the present study suggest that psychological capital and work engagement are significant predictors of organizational citizenship behaviour of executives. This demonstrates the importance of psychological capital, and work engagement for enhancing organizational citizenship behaviour among the executives. This suggests the need for psychological capital, and work engagement training of executives. 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. Luthans and his team have found that psychological capital can be developed in employees with a two to three hour intervention (Luthans, Youssef & Avolio, 2007). The development of psychological capital in employees may develop sufficient 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.

Human resource managers may also assess the psychological capital, and work engagement behaviours and may include it as selection strategy of employees during the selection process of the personnel. Further studies may be carried out by conducting an intervention, to enhance the psychological capital, and work engagement of executives. Longitudinal studies may also be carried out to examine the influence of psychological capital and work engagement on organizational citizenship behaviour over a period of time.

References

Adams, V. H., Snyder, C. R., Rand, K. L., King, E. A., Sigmon, D. R. and Pulvers, K. M. (2003). 'Hope in the workplace'. In Giacolone, R. and Jurkiewica, C. (Eds), *Handbook of Workplace Spirituality and Organizational Performance*. New York: M. E. Sharp.

Avolio, B. J., & Luthans, F. (2006). The high impact leader: Authentic, resilient leadership that gets results and sustains growth. New York: McGraw-Hill

Bakker, A. B.(2011). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*. 20, 265-269

Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. Work and Stress, 22, 187–200

Bakker, A., B., & Leiter, M., P. (Eds.). (2010). *Work engagement: a handbook of essential theory and research.* New York: Psychology Press

Bakker, A., B., Albrecht, S., L., & Leiter, M., P. (2011) Key questions regarding work engagement*. European Journal of Work and Organizational Psychology,* 20(1), 4 - 28

Bateman, T. S., & Organ, D. W. (1983) Job satisfaction and the good soldier: The relationship between affect and employee "citizenship" *Academy of Management Journal, 26,* 587-595

Becker, T. E., & Randall, D. M. (1994). Validation of a measures of organizational citizenship behavior against an objective behavioral criterion. *Educational and PsychologicalMeasurement,* 54*,* 160-167.

Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: Role of perceived organizational support, P-O fit, organizational commitment and job satisfaction.

Cooper-Hakim, A., & Viswesvaran, C. (2005). The construct of work commitment: Testing an integrative framework. *Psychological Bulletin*, 131, 241−259.

Cranny, C.J., Smith, C.P. and Stone, E.F. (1992), *Job Satisfaction: How People Feel about their Jobs and How It Affects their Performance*, New Lexington, San Francisco, CA.

Hakenen, J.J., Bakker, A.B., Schaufeli, W.B. (2006). Burnout and work engagement among teachers. Journal of School Psychology, 43, 495-513.

Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724

Luthans, F., & Jensen, S. M. (2002). Hope: A new positive strength for human resource development. *Human Resource Development Review, 1*, 304–322.

Luthans, F. (2002a) The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23: 695-706.

Luthans, F. (2002b). Positive organizational behavior. Developing and managing psychological strengths. *Academy of Management Executive*, 16(1): 57-72.

Luthans, F., & Youssef, C. M. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage. *Organizational Dynamics*, 33(2): 143-160

Luthans, F., & Youssef, C. M. (2007a). Emerging positive organizational behavior. *Journal of Management*, 33: 321-349.

Luthans, F., & Youssef, C. M. (2007b). Positive workplaces. In C. R. Snyder & S. J. Lopez (Eds*.), Handbook of positive psychology* (2nd ed.). Oxford, UK: Oxford University Press

Luthans, F., Avolio, B. J., Walumbwa, F. 0., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and Organization Review*, 1: 247-269.

Luthans, F., Avolio, B., Avey, J., & Norman, S. (2007). Psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60, 541-572.

Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. Oxford, UK: Oxford University Press.

Luthans, F., Zhu, W., & Avolio, B. J. (2006). The impact of efficacy on work attitudes across cultures. *Journal of World Business, 41*, 121-132.

Macey, W.H., Schneider, B., Barbera, K., & Young, S.A. (2009). Employee engagement: Tools for analysis, practice and Competititive advantage. London, England: Blackwell.

Maertz, C.P., Griffeth, R.W., Campbell, N.S. and Allen, D.G. (2007), The effects of perceived organizational support and perceived supervisor support on employee turnover, *Journal of Organizational Behavior*, 28, 1059-75.

Nelson, D., & Cooper, C. L. (Eds.). (2007). *Positive organizational behavior: Accentuating the positive at work*. Thousand Oaks, CA: Sage

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome.* Lexington, MA: Lexington

Peterson, S. J., & Luthans, F. (2003). The positive impact and development of hopeful leaders. *Leadership and Organization Development Journal, 24*, 26–31.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26,* 513-563.

Richardsen, A.M., Burke, R.J., Martinussen, M. (2006). Work and health outcomes among police officers: The mediating role of police cynicism and engagement. International Journal of Stress Management, 13, 555-574

Rowden, R.W. (2002), The relationship between workplace learning and job satisfaction in US small midsize businesses, *Human Resource Development Quarterly*, Vol. 13 No. 4, pp. 407-25.

Schaufeli,W. B., Salanova, M., Gonzalez-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A confirmative analytic approach. *Journal of Happiness Studies*, *3*, 71-92.

Schnake, M., Dumler, M. P., & Cochran, D. S. (1993). The relationship between 'traditional' leadership, 'super' leadership, and organizational citizenship behavior. *Group and Organization Management, 18,* 352-265.

Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology, 68,* 653-663.

Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA.: Sage.

Tompson, H. B., & Werner, J. M. (1997). The impact of role conflict/facilitation on core and discretionary behavior: Testing a mediated model. *Journal of Management, 23,* 583-601

Wit, L.A. (1991). Exchange ideology as a moderator of job attitudes: Organizational citizenship behavior relationships. *Journal of Applied Social Psychology*, 21-1490-1501.

Wright, T. A. (2003. Positive organizational behavior. An idea whose time has truly come. *Journal of Organizational Behavior*, 24: 437-442.

Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007) The moderating role of employee positive wellbeing on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology*, 12, 93-104

Youssef, C. M ., & Luthans, F.(2007. Positive Organizational Behavior in the Workplace: The Impact of Hope, Optimism, and Resilience. *Journal of Management*, 33 (5), 774-800.