

THE INFLUENCE OF PSYCHOLOGICAL CAPITAL ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A REVIEW PAPER

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Abstract: *Organizations have been seeking methods that could maximize organizational effectiveness. Organizational psychologists believed that organizational citizenship behaviour (OCB) is one of the methods that could help to enhance organizations' performance. Among the psychological factors, psychological capital (PsyCap) is recognized as one of the effective contributors in influencing employees' willingness in showing OCB at the workplace. Unfortunately, it was argued that emotional or psychological aspects have been overlooked in organizational researches due to emotional is known as an irrational element among employees. Contradictorily, the theory of effective event recognizes that employees' emotions and psychology status could affect employees' behaviour at the workplace. Therefore, psychologists believe that, by improving employees' psychological status, employees' behaviour could be enhanced. Human resource practitioners should focus on psychological aspects such as PsyCap because the effort of improving employees' behaviour has been a major task in human resource management. Hence, this review paper focused on the linkage between PsyCap and OCB, where the studies ranged from 2008 to 2018 were reviewed. From the result of reviewing, inconsistency was found on the linkage between PsyCap and OCB. Because of the inconsistency, it is recommended that future studies should conduct more studies to confirm the linkage between the variables among corporate personnel. Besides, future studies are also recommended to conduct longitudinal studies for the purpose to capture the trend of changes.*

Keywords: *Psychological Capital, Organizational Citizenship Behaviour, Review Paper*

Introduction

Nowadays, organizations have been putting attention on the methods that could help to enhance effectiveness and efficiency of organizations. Employees are known as the vital assets that could assist organizations to reach organizations' goals (Robbins & Judge, 2008). It was

believed that, good team of human resource is important for an organization because they are the major assets that improve organizations' competitiveness (Indrawiani, Anggraeni, & Indrayanto, 2018). The scholars also believed that organizations could be successful with ideal performance from employees. There are many factors that could enhance the overall organizational performance. One of the significant contributors is known as organizational citizenship behaviour (OCB). Employees with OCB tend to have high flexibility for impulsive incidents, which indirectly assist the organization to achieve the goals more effectively (Shaemi, Shabani, & Khazaei, 2014). In order to improve the performance of organizations, many scholars have been putting their attention to dysfunctional behaviours, which has caused the variable of OCB to be highly neglected in the process of organizational development (Avey, Wernsing, & Luthans, 2008). However, OCB and its antecedents are equally crucial in researches because they act as effective approach in the development of organizations (Khosravizadeh et al., 2017). It is important to determine the antecedents that could reinforce employees to exhibit positive behaviour voluntarily, as well as to perform extra duties (Gupta, Shaheen, & Reddy, 2017). Psychological capital is known one of the factors that can influence employees' OCB. Psychological capital is a vital factor that contributes to the outcomes of organizations, as well as employees' behaviour in organizations (Newman, Ucbasaran, Zhu, & Hirst, 2014). It is also recognized as a highly needed element that could improve human resource because psychological capital can help in reducing multiple issues of behaviours in organizations (Pradhan, Jena, & Bhattacharya, 2016). This is because psychological capital is believed that it can reduce stress, helps employees to gain more understanding about themselves, increase coping strategy, and less influenced by daily life (Esmaeli & Shariat Nejad, 2015). Psychological capital is important in improving mental health because excessive stress could lead to decreasing of effectiveness in jobs (Khosravizadeh et al., 2017). However, it was claimed that most of the psychological capital researchers focused on its relationship with organizational outcomes, hence there are limited studies on the relationship between psychological capital and employees' behaviour (Norman, Avey, Nimmicht, & Pigeon, 2010). Due to the problem statements as mentioned, the objective of this review paper is to identify the significance of the relationship between PsyCap and OCB among different backgrounds of respondents in the past decade (2008-2018).

Literature Review

Definition and Concepts of Psychological Capital (PsyCap)

PsyCap is a process of one's development and growth through optimistic psychological states, as well as being known "what are you" (Luthans Youssef, & Avolio, 2007; Luthans, Luthans, & Luthans, 2004). Effective PsyCap growth is beneficial for employees because it aids to increase competitive advantage and to boost the organizational performance (Chang, Chen, Lin, & Huang, 2012). PsyCap consists of four positive psychological capitals that enhance the growth of psychology, namely optimism, resilience, hope, and self-efficacy (Luthans et al., 2004). Firstly, optimism is described as one's positive philosophies to positive outcomes (Scheier, Carver, & Bridges, 2001), where an optimistic individual tends to develop positive beliefs in order to have self-motivation to achieve goals (Seligman, 1998). Secondly, resilience is defined as one's capability to recover from failure, risks, pressures, adversity, and adaptive to changes (Tugade & Fredrickson, 2004). With high level of resilience, and individual tends to have higher ability to overcome negative events (Luthans, Vogelgesang, & Lester, 2006). Thirdly, hope consists of two aspects, namely pathways, and agency (goal-directed) (Snyder et al., 1996). Pathways is described as the approach of accomplishing tasks; while agency is known as one's motivation to achieve a task in particular settings (Luthans, Norman, Avolio,

& Avey, 2008). Individuals with hope will look for ways to reach their goals, and be motivated to accomplish their tasks (Luthans et al., 2008). Lastly, self-efficacy is defined as one's self-confidence in organizing their cognitive resources, steps of actions, and motivation to achieve excellent performance (Stajkovic & Luthans, 1998). A person with high self-efficacy is prone to have stronger belief in their competence to control outcome and to overcome difficulties (Bandura, 1997).

Definition and Concepts of Organizational Citizenship Behaviour (OCB)

The research of OCB has been increasing from one year to another because current scholars have been putting attention to the variable (Karthikeyan & Rajamohan, 2011). OCB is described as workers' behaviour that is not acknowledged by the authorized compensation system, is not constrained, and enhance the organizations' achievement (Organ, 1988). OCB should be exhibited voluntarily, instead of being paid by organizations (Luthans, 2011). In order to improve workers' satisfaction and to enhance organizational performance, OCB acts as a distinctive and vital aspect of the employees' activities (Mishra, Mishra, & Kumar, 2010). Furthermore, in order to fulfil the demands of company's stakeholders, the enthusiasm of performing beyond the job scopes among staffs could be done through exhibiting OCB (Tsai & Wu, 2010). When the employees can exchange social rewards such as good relationships with colleagues at workplace, the tendency of exhibiting OCB will be higher (Moorman, Niehoff, & Organ, 1993).

Methodology

The variables of PsyCap and OCB were searched comprehensively through journal databases. Since we focused on the articles between the years of 2008 to 2018, we had targeted to look for the previous studies in the past decade. We had looked for several journal databases such as Scopus and Emerald. Throughout the searching, the authors looked for the keywords at titles, abstracts, and articles. Due to language barrier, the authors focused on two languages during the searching process, namely English and Malay. Besides, we looked for the articles that came from all countries, no exception was done. We have focused on five inclusions when we conducted the searching of previous studies. Firstly, we included those studies which are empirical, either it is journal articles, conference proceedings, or online thesis. We excluded only non-empirical studies, such as conceptual papers or theoretical papers. Next, we included the studies which were conducted among the samples of company employees due to this paper focused only on the linkage between the variables among company employees. We did not include students sample because the result from students sample is significantly different from the samples of company employees. Besides, we included the variables that are relevant to our review. Since psychological capital is commonly abbreviated as PsyCap, we have included PsyCap as one of keywords during the process of searching. Hence, our keywords are 'psychological capital', 'PsyCap', and 'organizational citizenship behaviour'. Moreover, we included those studies that their variable of OCB was self-rated, instead of being rated by other parties, such as superiors or colleagues. This is due to we focused only on OCB that was self-rated by the samples. Lastly, we included those studies which informed the result of validity and reliability of their instruments. The failure of reporting valid and reliable instruments could affect the validity of results of the studies. Below is the figure that illustrate the process of articles searching.

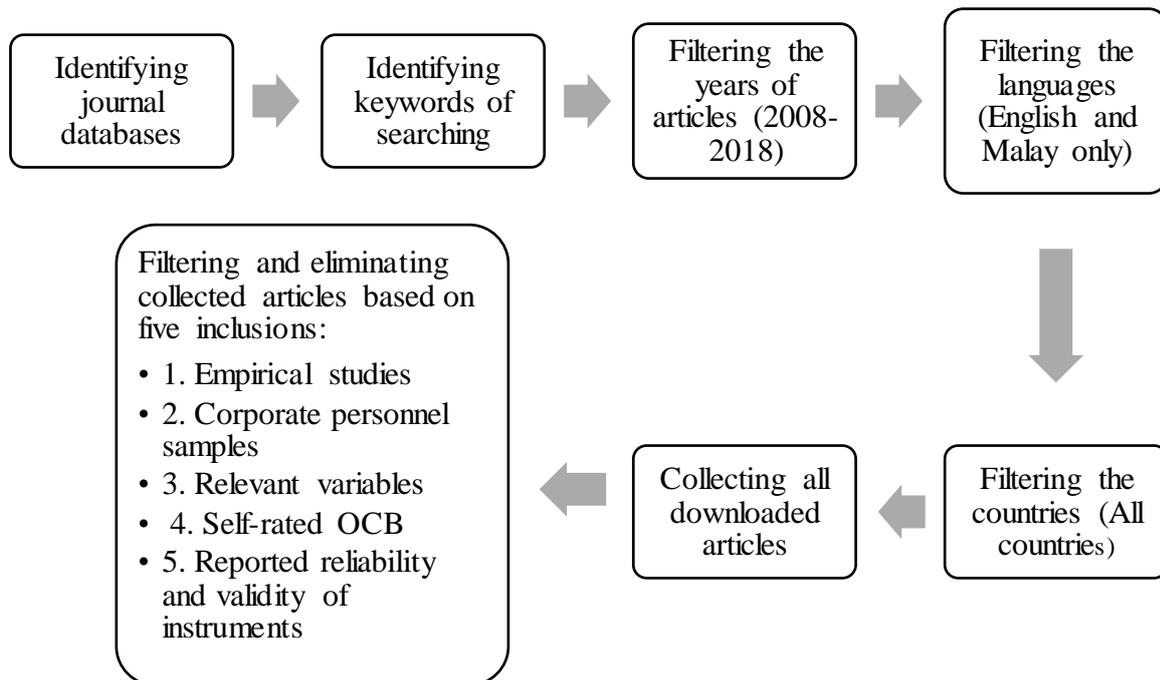


Figure 1: Methodology

Findings

For the purpose to understand the linkage between psychological capital and OCB, literature was constructive for this review paper. The past studies had assisted to indicate the findings on the connection between psychological capital and OCB. Psychological capital has been known as an important element that can facilitate to enhance positive organizational behaviour, as well as alleviating negative behaviour or attitude (Zhun, Schooler, Yong, & Mingda, 2018). It can be seen that, if employees own psychological capital, the tendency of showing OCB among employees could be increased. Through the process of reviewing, it was found that there are few past studies that examined the relationship between psychological capital and OCB. Psychological capital is able to influence OCB, where it was revealed that psychological capital has significant positive linkage with OCB (Avey et al., 2008). The finding is consistent with another study that was conducted by (Norman et al., 2010). When employees own psychological capital, such as being optimistic to results, OCB will be increased with the positive attitude. Besides, it was revealed that psychological capital is significantly related to OCB (Fok, 2011). This indicates that psychological capital plays crucial role in influencing the willingness of employees in showing OCB. Avey et al. (2008) mentioned that psychological capital can help the employees to increase positive emotions, which in turn will enhance the positive behaviour in organizations.

Furthermore, another study that was conducted by (Beal III, Stavros, & Cole, 2013) revealed that, psychological capital acts as positive resources improving positive emotions, therefore

increasing the level of OCB. The result is similar with a study that was conducted by (Qadeer & Jaffery 2014), where there is a low but significant positive relationship between the variables. This indicated that when employees have high self-efficacy, which is known as one of the dimensions of psychological capital, the employees tend to exhibit OCB in organizations. When employees are able to develop positive beliefs among themselves, employees are prone to be willing to sacrifice for organizations in terms of cognitive and emotions. While, another study showed that there is a moderate significant linkage between psychological capital and OCB (Jung & Yoon, 2015). It was different with the previous study, Jung and Yoon (2015) measured OCB as five dimensions (altruism, sportsmanship, conscientiousness, courtesy, civic virtue), while Qadeer and Jaffery (2014) measured OCB as 'OCBI and OCBO'. The difference of results above indicates that, the intensity of connection could be dissimilar when the scholars measured in different dimensions.

Apart from that, it was claimed that psychological capital has low relationship with OCB. The result was consistent with (Khosravizadeh et al, 2017) study, where it was mentioned that there is significant and positive relationship between psychological capital and OCB. Different from Khosravizadeh et al. (2017) study, Pradhan et al. (2016) measured OCB and psychological capital as unidimensional, when the relationship between the psychological capital and OCB was examined. Pradhan et al. (2016) found that there is a moderate relationship between the variables. On the other hand, Khosravizadeh et al. (2017) measured the relationship between the psychological capital and OCB from one dimension to another. It was indicated that all the OCB dimension is significantly influenced by psychological capital, namely self-efficacy, helpfulness, flexibility, and optimism (Khosravizadeh et al, 2017). Another study that was conducted by Gupta, Shaheen, and Reddy (2017) revealed that psychological capital has significant relationship with two dimensions of OCB, namely OCBI and OCBO. This indicated that when employees have psychological capital, they will have willingness to exhibit OCB to both colleagues and organizations.

Nevertheless, although most of the researchers agreed that there is a significant connection between psychological capital and OCB, it was found that there is non-significant relationship between the variables (Shahnawaz & Jafri, 2009). Contradictory with previous studies, psychological capital has no significant influence on OCB in the study. The study was conducted on both private sector and public sector. Both sectors revealed the same findings, where there is no significant relationship between the variables. This finding is similar with another research that was conducted by (Harris, 2012). The scholar revealed that there is a low and non-significant influence of psychological capital on OCB. However, significant relationship was found between psychological capital and OCB (Indrawiani et al., 2018). The scholars reported that psychological capital significantly influences employees' willingness to exhibit OCB. From the previous studies, it can be clearly seen that the relationship between psychological capital and OCB are remained uncertain due to the findings of linkages are inconsistent among the researchers. However, it can be seen that there is a possible linkages between psychological capital and OCB, hence the theoretical framework that proposed in this review paper is as below.

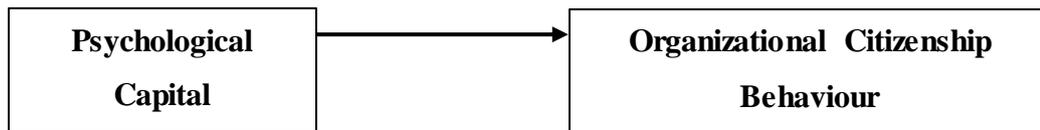


Figure 2: Theoretical Framework

To conclude, the association between psychological capital and OCB remained uncertain in the previous studies. It revealed that some of the researchers claimed that there is significant linkage between the variables, while some researchers claimed that there is no significant linkage between psychological capital and OCB. Furthermore, it is suggested that more studies are required in future to verify the relationship between the variables. This review paper has achieved the objective of writing, where the authors intended to identify the significance of relationship between psychological capital and OCB among different backgrounds of respondents in the past decade (2008-2018). Below is the table that summarized the findings of review.

Table 1: Summary of Findings

No.	Authors	Years	Respondents	Results
1.	Avey, Wernsing, & Luthans	2008	132 working adults from United States organizations	Significant
2.	Shahnawaz & Jafri	2009	80 employees from IT sector, and 80 employees from Oil sector in India	Non-significant for both sectors
3.	Norman, Avey, Nimmicht, & Pigeon	2010	199 working adults from multiple industries from United States	Significant
4.	Fok	2011	183 engineers and technicians from Hong Kong	Significant
5.	Harris	2012	276 dealership in South African automotive	Non-significant
6.	Beal III, Stavros, & Cole	2013	97 employees from a government organization in United States	Significant
7.	Qadeer & Jaffery	2014	700 consultants from a consultation company in Lahore	Significant
8.	Jung & Yoon	2015	324 employees from Seoul hotels	Significant
9.	Pradhan, Jena, & Bhattacharya	2016	280 employees from Indian manufacturing and service sectors	Significant
10.	Khosravizadeh, Vatankhah, Alirezaei, Doosty, Esfahani, & Rahimi	2017	200 staffs of Iran Medical Sciences University	Significant
11.	Gupta, Shaheen, & Reddy	2017	293 employees from India service sector	Significant

12.	Indrawiani, Anggraeni, & Indrayanto	2018	136 civil service police from Banyumas Regency	Significant
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Conclusion

To summarize, it was generally revealed that most of the studies were found significant relationship between psychological capital and OCB. However, the findings are not consistent throughout the years. Although several authors revealed significant connection between the variables, there are scholars who found insignificant relationship between the two variables as well. Lacking of OCB among employees could bring negative consequences such as absenteeism. In this review paper, it has been summarized that psychological capital is one of the possible antecedents that can improve employees' OCB. Hence, it is recommended that organizations should focus on the approaches that can help to improve employees' psychological capital. Meanwhile, due to the inconsistency of findings among previous studies, future researchers should conduct more investigations in order to provide more concrete and consistent results. Furthermore, since most of the previous studies were cross-sectional studies and were conducted through survey approach, the long-term effect changes could not be captured. Hence, in future studies, it is encouraged to conduct longitudinal studies in order to capture the pattern of relationship between the variables.

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