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## The Impact of Psychological Capital on Organizational Citizenship Behavior through the Mediating role of Work Engagement

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ARTICLE INFO	ABSTRACT
Article History Received: April Revised: June Accepted: October Available Online: December _____.	This study work justifies how work engagement plays its role between psychological capital and both aspects of organizational citizenship behavior which have much participation in individual's behavior and also in success of organization. This study also reveals more deeply mediating role of perceived organizational support (PSO). This study tells us which aspects and facts helps in building of positive attitude towards organization and the importance of psychological capital in organization and individual's capabilities. To analysis the data descriptive co relational study was used and data were collected on the Services Hospital Lahore. The sample size was 110 and a random sampling was used to collect the data from the select population.

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### Introduction

According to the era of globalization the great competition, has exerted groups continue to exist yet thrive of optimal utilization concerning their human resources. This type of voluntary extra role behavior on workers is called organization citizenship behavior that one is my best appreciation and admiration to enhance organizational production rate, and towards institute/ Organization(OCBO).

This type of studies is very much important for the developing frugalities, for example India, in this state skilled worker are only 2% huge population and the skilled persons only 2% of total is very disappointing, because India have been done on India and few them observed and supervised equality, justice, faith, social duties and employee company reorganizational obligations as an outcome of engagement(Gupta, Shaheen et al. 2017) Some alien elements and aspect which have negative influence in engagement of work has also been elaborated and explored in these notable studies. According to (shaheen

et al. 2016), Organizational citizen behavior has been categorized within countless ways. some peoples bear categorized that primarily based over the characteristic concerning this behavior certain so altruism supporting behaviors then willingness behavior sportsmanship or conscientiousness inasmuch as other bear labeled such based totally of the recipient over it behaviors.

According to Seligman and Csikszentmihalyi, (2000), Luthans, Youssef and Avolio (2007) human cognitive abilities and process it also deals with the cognitive growth process that how much one's abilities are strong. This reveals that psychological capital is a very much vast term now a day it has been extended to a long area. The study has some other researchers who explained this point that psychological capital operates the negative and positive abilities, they said this without any logic.

This study covers the broaden area of its field, although many studies have done even in the past but yet they are having gap in them. There is indication of mismanagement noticed in nursing institutes and medical fields, so this indication of mismanagement will also be found in others working institution. Organizational citizenship behavior works together to enhance the organizational progress. Moreover, how much positive impact has an institution of its employees in its progress?

### **Problem Statement**

Employees do not feel the workplace as comfortable and do not get attached with the job. Issue of employees' citizenship behavior exist in the hospital thus, exist the lack of psychological understanding among the nurses as well. Further nurses are not engaged which may influence the nurses' outcome.

### **Research Objectives**

The basic objective of this research is

1. To ascertain the connection between psychological capital on organizational citizenship behavior.
2. To find out the mediation by the labor participation on the connection between organizational civic behavior and psychological capital.

### **Research Hypothesis**

**H0** involvement at work regarding the connection between psychological capital and corporate citizenship.

**H1** The association between psychological capital and organizational citizenship behavior is not mediated by work engagement.

### **Research Questions**

Our primary research Questions is to investigate Impact of psychological capital on organizational citizenship behavior. The particular research Questions are as below:

1. What is the relationship of Organizational Citizenship Behavior?

2. Psychological Capital with Organizational Citizenship Behavior?

3. What is the Work engagement's mediating function in the relationship between organizational citizenship behavior and psychological capital?

## Literature Review

Before moving forward, the basic thing which is very necessary is that Psychological optimism and hope in his sub-consciousness. Luthans (2002) also worked on positive psychology, and the results were same which we discussed in above lines. Luthans supported the positive power in behavior regarding work goals. He depicts that cognitive abilities of an individuals create long term benefits for intuition. He says that only psychological capital can construct positivity in the employees. Some like Luthans opinion study have many other researches who are in this opine that psychological capital in the key to success for any organization or institute. There are two other researchers Karatepe and Karadas (2015) who examined the influence of employees who are in front line they come to know that those employees who have cognitive abilities and psychological capital are very much happy with their job also and work.

They are also contending in their lives, because psychological capital is the pin point to achieve goals and success because it creates positivity, and confidence in one's life. They elaborate more that to work any place or in any institution psychological capital is very much necessary. One thing that is very significant regarding importance of psychological capital is that through this capability one can for see that which intelligence and skills he has. Through psychological capital employees can overcome the fear of loss. In this regard Fredrickson (2001) depicts in his study that positivity in individual's mind enhance the thinking level to broaden aspect which affect physical and psychological abilities of an individuals. In (2013) Fredrickson again build a theory to reveal that singular gets benefits from repositories and depicts positive cognitive abilities. (Gupta, Shaheen et al. 2017)

According to (Avey's, 2008) if we keep an eye on work, who focused on relationship and connection between psychological capital and organization citizenship behavior but they depict only OCBI and not reveal any very relating to OCBO. This is also important dimension. Many other scholars have argued the same thing that positivity and good cognitive abilities are created by psychological capital which any person use during his work or duty. In addition, current study elaborates that psychological capital helps in creating more ideas to enhance the standard of improvement. In concluding study predict that psychological capital in an individual's behavior makes him true working leaders engages his colleagues and job fellows. Perceived organizational support is a believe which employees have in their particular organization for which they are working, that organization also working and fulfilling their social needs. The research study done by Eixn-berger (1986) defined the same theory (POS) as employee's connection either their

organization in term of support. When employees have this belief that their organization is supporting them then psychological capital will enhance automatically at peak level, and this thinking will create in the shape organizations moral and financial responsibility for their employees by making such polices which are beneficial for their employees. (Luthans et al. 2002), studied that positive psychology which admitted that positive attitude has long terms benefits for individuals. Psychological capital is remarked engaged positive attitude and ethics of employs (Luthans et al. 2007). They examine psychological capital of an employee firstly for their organization like hospital and examine that employs of organization having high cognitive thinking. (Karatep & Karadas 2015).

Avey et al. (2008) these there are strongly interlinked with another. This study depicts that all these terms work like a circular theory. Psychological capital is a positive ability to do any job or duty and work engagement comes by psychological capital in any work engagement then there will good or positive organizational behavior. Moreover, if we look deeply at work engagement it is equal to mediation is a center point in between psychological capital and organizational citizenship behavior. Whereas if look at PSO, if as an attitude from organization towards the employees. The study show and May notable works reveal that because of PSO employees get boost up. Through PSO there will be psychological capital in the employees that boost up success level (Eisen-berger, 1990). According to (Shuda & Rai, 2014) that positive and motivational belief would reduce the negative approaches towards the organization.

## METHODOLOGY

The present study is conducted to assess the Organizational citizenship behavior and psychological capital and the role of job engagement among hospital services nurses as mediators. This study will evaluate the effects of mental resources on corporate citizenship conduct and work engagement mediation among services hospital nurses using a descriptive, co-relational research methodology. The trial will take place at the Services Hospital in Lahore. The charge nurses at Services Hospital in Lahore will be my target audience.

Total number of population 150

N= Population, n=sample size, E = Margin of error

$$N = N/1 + (N) (E)$$

$$n = 150/1 + (150) (0.05)^2$$

$$n = 150/1 + (150) (0.0025)$$

$$N = 150/1.37 = 109.9 = 110$$

### Data Collection Plan

One of the primary sources of data is the data gathering plan. Data from the study participants will be gathered using a standardized questionnaire. A free hand will be extended to finish it and give it back.

### Excluding Criteria

- Nurses who are the outside from my Target Hospitals of Lahore
- Nursing BSc Generic semester 8<sup>th</sup> and 5<sup>th</sup> and postern semester 4<sup>th</sup> who already graduated from services hospital, Lahore.

**Table 1: Data Analysis Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	11	10.0	10.0
	Female	98	89.1	99.1
		1	.9	.9
	Total	110	100.0	100.0

Above 1<sup>st</sup> table and figure shows that first question regarding gender, in which 10 respondents (10.0) were males and 90 respondents (89.1) were females.

**Table 2: Marital status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	52	47.3	47.3
	Single	58	52.7	100.0
	Total	110	100.0	100.0

2<sup>nd</sup> table and figure shows the respondents' marital status, in which 52 respondents (47.27%) are married and 58 respondents (52.73%) are single.

**Table 3: Age group**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25yrs	20	18.2	18.2
	25-35yrs	72	65.5	83.6
	35-50yrs	18	16.4	100.0
	Total	110	100.0	100.0

In 3<sup>rd</sup> Concerning the age of the respondents, table and figure no. 3. My sample size is 110, in which 20 respondents (18.18%) are 72 respondents (65.45%) are between the ages of 25 and 35, whereas 18 respondents (16–36%) are between the ages of 35 and 50.

**Table 4: Qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nursing diploma	107	97.3	97.3
	Surgical diploma	1	.9	98.2
	Others	2	1.8	100.0
	Total	110	100.0	100.0

As per concerned 4<sup>th</sup> table and figure no 4 is concerned, it's about qualification of respondents. Diploma holder's respondents are 107 (97.27%) Nursing diploma and 0.1 respondents 02 (0.000%) and others respondents are 02 (1.181%)

**Table 5: Stay in organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 yrs	10	9.1	9.1
	1-15 yrs	38	34.5	43.6
	6-10 yrs	45	40.9	84.5
	Above	17	15.5	100.0
	Total	110	100.0	100.0

Above 5<sup>th</sup> table and figure no 5 is about experience of respondents, which shows that 10 respondents (9.091%) are less than one-year experience, 38 respondents (34.55%) are having 1-5 years 'experience, 45 respondents (40.91%) are having 6-10 years' experience, 17 respondents (15.45%) are above

### Reliability Assessment

**Table 6: Reliability Statistics**

Cronbach's Alpha	N of Items
.918	46

Table # 01 shows the results of reliability of variable PC. Table noted that  $\alpha=.918$  which meet the standard value of  $\alpha$  at least **0.07**.

**Table 7: Stay in organization KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.745
Bartlett's Test of Sphericity      Approx. Chi-Square	1941.297
Df	703
Sig.	.000

**Table 8: Stay in organization Reliability Statistics**

Cronbach's Alpha	N of Items
.896	14

Table show the results of reliability of variable OCB. table noted that  $\alpha=.896$  which meet the standard value of  $\alpha$  at least **0.07**.

**Table 9: KMO and Bartlett's Test**

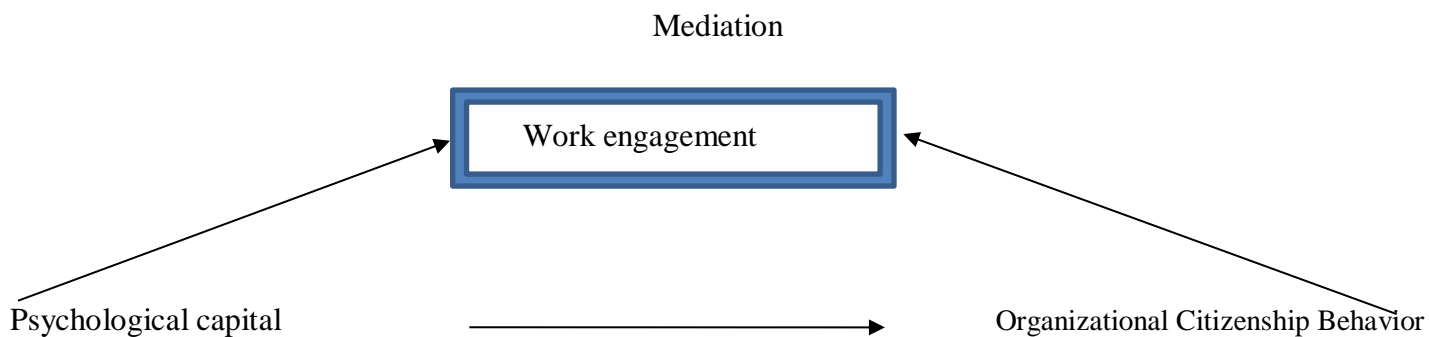
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.842
Bartlett's Test of Sphericity      Approx. Chi-Square	684.258
Df	91
Sig.	.000

Organizational citizenship conduct is the sole independent variable on which the instrument in this table is based. The KMO value in this table is .842, above the .50 threshold, indicating that the Bartlett's test must be significant ( $p<0.05$ ). For this reason, the study's instrument is valid and all requirements are met.

**Table 10: Reliability Statistics**

Cronbach's Alpha	N of Items
.762	8

Table # 01 show the results of reliability of variable work Engagement. Table noted that  $\alpha=.762$  which meet the standard value of  $\alpha$  at least **0.07**. Thus, the research variable is trustworthy, and the results meet the standard requirements for reliability.



### Dependent, Independent and Mediator variables

Dependent = PCq  
 Independent = OCBq  
 Mediator = WEq  
 Sample size =110  
 Outcome: =WEq

### Model Summary

R	R-sq	MSE	F	df1	df2	P
.6574	.4321	.1425	82.1897	1.0000	108.0000	.0000

### Model: 1

	Coeff	Se	T	p	LLCI	ULCI
Constant	1.8312	.2339	7.8299	.0000	1.3676	2.2947
OCBq	.5455	.0602	9.0659	.0000	.4263	.6648

The link between OCB and WE is significant because the t value is positive and the p value is smaller than .05, accounting for .4321 percent of the variation in WE.0602. Hence, an increase in one OCB unit results in an increase in WE of .5455.

	coeff	Se	t	p	LLCI	ULCI
<b>Constant</b>	2.0727	.2452	8.4525	.0000	1.5866	2.5588
WEq	.2209	.0806	2.7417	.0072	.0612	.3807
<b>OCBq</b>	.2142	.0669	3.2027	.0018	.0816	.3467



Total variation in **PC** is **57.07%** which is explained by **WE** and **OCB**. Research model is significant because **p** value is **< 0.05**. **WE** has coefficient of **.2209**, which means that if the change of one unit in **WE** will occur then **PC** will increase with the value.2209 similarly. **OCB** has a significant positive relationship with **WE** as  $p < 0.05$  and **t** value (**.0602**). Moreover, the coefficient of **OCB** is (**.2142**) which explain that if the one unit of positive change occur in **OCB** then the one unit also increase in **WE**.

### Model Summary

<b>R</b>	<b>R-sq</b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>P</b>
.5273	.2781	.1060	41.6036	1.0000	108.0000	.0000

	<b>Coeff</b>	<b>Se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	2.4772	.2017	12.2836	.0000	2.0775	2.8770
<b>OCBq</b>	.3347	.0519	6.4501	.0000	.2318	.4375

The total variation of 52.73% in **PC** is explained by **OCB** and model is significant because  $p < .05$ . **OCB** has a coefficient **.2209**. So, if the change in one unit of **OCB** occurs then the **PC** will increase similarly with the value of .3347.

### Total effect of X on Y

<b>Effect</b>		<b>Se</b>	<b>t</b>	<b>P</b>	<b>LLCI</b>	<b>ULCI</b>
.3347		.0519	6.4501	.0000	.2318	.4375

### Direct effect of X on Y

<b>Effect</b>	<b>Se</b>	<b>t</b>	<b>P</b>	<b>LLCI</b>	<b>ULCI</b>
.2142	.0669	3.2027	.0018	.0816	.3467

### Indirect effect of X on Y

	<b>Effect</b>	<b>Boot SE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
<b>WEq</b>	.1205	.0498	.0380	.2359

The value of **LCI** is started from .0380 and the value of **UCL** is positive .2359 so it contains 0 in it so the **WE** is does not mediate the relationship between **OCB** and **PC**.

## Correlations

		PCq	OCBq	WEq
PCq	Pearson Correlation	1	.527**	.511**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
OCBq	Pearson Correlation	.527**	1	.657**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
WEq	Pearson Correlation	.511**	.657**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

\*\* . At the 2-tailed 0.01 significance level, there is a correlation.

## Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 <sup>a</sup>	.278	.271	.32552

A. Predictors: (Constant), OCBq

This table illustrates how the dependent variable causes a total change in the independent variable of .527.

## ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.408	1	4.408	41.604	.000 <sup>b</sup>
Residual	11.444	108	.106		
Total	15.853	109			

a. Dependent Variable: PCq

b. Predictors: (Constant), OCBq

The table of ANOVAs represent that ANOVAs is significant as p value is .000 which is less than .05.

## Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.477	.202		12.284	.000
	OCBq	.335	.052	.527	6.450	.000

a. Dependent Variable: PCq

This table showed the results of relationship between organizational citizenship behavior and psychological capital. The findings exhibited that organizational citizenship behavior was significantly and positively related with psychological capital.

## **Discussion**

The results which we got from this study are much large which we were expecting. Moreover, the employees or worker who has positive relation between psychological capital and work engagement are good challenging goals. They never lose hope and never give up no matter how many tough circumstances in their way. Mediating role of work engagement between organizational citizenship behavior and psychological capital also shows that engagement and seriousness of employees in their given task is voluntarily. When a worker or employee will have a committed attitude towards his job and given target he will mad his way. By moving forward this study will explore that POS also plays a role of mediator between organizational citizenship behavior and work engagement. Through POS we come to know on which grounds employees give us good results and show concentration to their jobs. There is a part whenever any employee will know it's worth and have an idea that POS is working in the favor of workers they will work healthy and sincerely. This leads to success and profit of institute or organization.

## **CONCLUSION**

This study and findings in the study are more interesting than all other work papers. Psychological capital work engagement and organization citizenship behavior are those thing which deserve much attention because these all move in our daily life for any job and work these three are most required. This study concludes that have strong bonding and link. One while studying it in future more deeply cannot overlook any one of them because while working, these three moves in a raw and we cannot get positive result in institutions. The study depicts that organizational citizenship behavior is linked with chain of psychological capital, and work engagement to enhance the institution success.

## **Limitation and future direction**

The result of Understanding the significance of psychological capital is aided by this study. and organizational citizenship behavior and their strong bonding and how they link with each other. First, workers with more than a year of experience with their current employer are included in the sample. organization. The study to measure the cognitive thinking among themselves and with their work for their organization. Secondly, the co-relational type of study has a significant positive relation. In future scholars may like to hold the dynamics of this study.

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