

Psychological Capital and Organizational Citizenship Behavior among Staff Nurses

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Received 1 September 2019, accepted 18 October 2019

doi: 10.47104/ebnrojs3.v1i4.75

ABSTRACT

Context: Psychological capital is among new study aspects of interest to researchers of human capital, organizational behavior, and psychology. On the other hand, researchers' Organizational Citizenship Behavior (OCB) has been a focused subject due to increasing empirical evidence of OCB's impact on individual and organizational performance.

Aim: This study aimed to investigate the relationship between psychological capital and organizational citizenship behavior among staff nurses.

Methods: Design: A descriptive correlational design was used to conduct this study at Obstetrics and Gynecological Hospital on one hundred and nine nursing staff. Data collection tools include the psychological capital Scale and organizational citizenship behavior scale.

Results: The present study showed that the mean dimensions of self-efficacy 3.60 ± 0.48 and optimism 3.25 ± 0.45 had the highest and the lowest mean, respectively, of psychological capital. The results revealed that as for the dimensions of organizational citizenship behavior, the dimension of altruism (4.06 ± 0.62) while Civic virtue (civilized behavior had the lowest mean (3.80 ± 0.52) and shows that the total mean score of organizational Citizenship Behavior were 3.91 ± 0.41 .

Conclusions: There is a highly statistically significant positive correlation between total staff nurses' perspectives regarding psychological capital and their total organizational citizenship behavior. The study recommended that hospital administrators promote organizational citizenship behavior and, consequently, psychological capital by involving employees in decisions, consulting with them, and intervention programs for nurses should be carried out to enhance their level of psychological capital.

Keywords: Citizenship behavior, psychological capital, staff nurses

1. Introduction

Psychological capital includes new issues that have been entered into the field of organization and management in the past decade. So far, three important capitals, i.e., financial, human, and social capitals, had been considered by organizational researchers (Hozori, Salehi, Danaeefard & Najari, 2014). Psychological Capitals (PC) have been seen as a core concept in positive organizational behavior literature. Psychological capital is considered a vital composite construct that can help in addressing human capital issues in organizations. According to Dawkins, Martin, Scott, and Sanderson (2013), psychological capital emphasizes the positive nature and strengths of an employee and the role that he or she has in stimulating levels of growth.

Psychological capital is a structure consisting of four components. Self-efficacy or confidence is to become committed and put the necessary efforts into challenging tasks to succeed. Optimism is having positive citations about the successes of the present and future. Hopefulness is the stability in the way of achieving the purpose and, if necessary, redirection of the path to reach the goal for

success and resiliency or flexibility that is the stability while faced with hardships and difficulties to achieve success (Mirmohammadi & Rahimian, 2014).

Psychological capital is defined as an individual's positive appraisal of circumstances and probability for success based on motivated effort and perseverance. It refers to an individual's psychological resources and capacities that are positive and enduring to some extent. It consists of four psychological abilities: self-efficacy, which refers to an individual's positive beliefs, thoughts, and feelings about his/her capabilities to succeed at challenging tasks (Luthans & Youssef, 2015). Hope refers to a positive emotional state that helps achieve the intended goal through various means (Luthans, Avey, Avolio, & Peterson, 2010).

Resilience refers to the capacity to rebound or bounce back from (and beyond) the adversity, setback, and failure to attain success (Luthans & Youssef, 2015). Optimism is the extent to which an individual makes positive attributions about succeeding or the individual's expectations that good and positive things will take place in the future (Avey & Luthans, 2014).

Employees with high psychological capital are more satisfied with their job, career, and life because they are more optimistic, hopeful, resilient, and confident (Karatepe & Karadas, 2015). Psychological capital in today's

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dynamic workplace is suggested to be beyond human and social capital, as employees with high psychological capital can perceive what they are now by understanding their potentials and strengths. These employees can also foresee what they can become (Luthans, Youssef, Sweetman, & Harms, 2013).

Therefore, the organizations need to identify the issues encouraging employees to volunteer for activities beyond the call of their duties. This extra-role behavior of employees is called organizational citizenship behavior (OCB), which is of paramount importance for organizational productivity and efficiency (Gupta, Shaheen, & Reddy, 2017).

Organizational citizenship behavior is an essential phenomenon in the formal work setting because of its potency to facilitate interpersonal relationships among employees and increase organizational performance (Pradhan & Jena, 2016). For instance, having subordinates who are highly engaged in the organization may improve managers' efficiency by allowing them to devote a more significant amount of time to long-range planning matters. Hence, managers, employees, and organizations at large benefit from this positive behavior (Chepkwony & Ambrose, 2016).

Organizational citizenship behavior (OCB) refers to employee behavior that is more discretionary, is less likely to be formally linked with organizational rewards, and contributes to the organization by promoting a positive social and psychological climate (Bolino, Mark, Hua Hsiung, Harvey, & Le Pine, 2015). It means the willingness of employees to go beyond the formal specifications roles, also known as extra-role behaviors, but had an impact on the performance of the organization (Daghian, Esmaily, Hooshmand, & Sadodin, 2016).

Organizational citizenship behavior consists of five dimensions: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. Altruism involves voluntarily helping others with work-related problems, such as helping co-workers do their heavy workload. Courtesy refers to the gestures that help others avoid problems, such as providing advance notice of a meeting. Conscientiousness means exceeding the required levels of attendance, punctuality, or conserving resources by not taking extra breaks and obeying company rules when no one is watching. Sportsmanship involves sacrificing one's interest and maintaining a positive attitude. Civic virtue involves constructive participation in the organization's political process, such as making suggestions for improvement in a meeting (Shanker, 2014).

Organizational citizenship behavior is categorized into seven types as following: helping behavior means helping others without being asked. Sportsmanship means sacrificing for the organization while remaining positive. Organizational loyalty means being loyal to the organization and promote a positive image of the organization to outsiders. Organizational compliance means following the organization's rules and regulations. Individual initiative means actively improving work results and motivating others to do the same; civic virtue means

involvement in political membership of the organization and self-development concerns with the employees' effort to improve themselves (Harper, 2015).

2. Significance of the study

There are fast-changing and many challenges facing the nursing profession. These changing and challenges may affect nurses. They need a degree of psychological capital that makes nurses able to handle their professional challenges at ease. So in this era of uncertainty and malleability, the researchers need to look beyond personality, traits relatively stable individual dispositions. Psychological capital captures this dynamism and determines the ability to respond quickly to the emerging situation with a sanguine mental frame comprising hope, optimism, confidence, and resilience. The researchers are interested in exploring the association of psychological capital and organizational citizenship behavior. So this study will shed light on this relationship among staff nurses in the hospital.

3. Aim of the study

This study aimed to investigate the relationship between psychological capital and organizational citizenship behavior among staff nurses.

3.1. Research question

- Is there a relationship between psychological capital and organizational citizenship behavior among staff nurses?

4. Subjects and Methods

4.1. Research design

The descriptive correlational research design was used to achieve the aim of this study. Descriptive study/research is research intended to supply a picture of the current state of affairs. Correlational study/research is research designed to find out relations among variables and predict future events from present knowledge (Walinga, 2019).

4.2. Research Setting

This study was conducted at Obstetrics and Gynecological Hospital, which is affiliated with Ain Shams University Hospitals. It provides care for women in different specialties. It includes all units, namely the first unit, second unit, third unit, fourth unit, fifth unit, sixth unit, private unit; its total capacity is 618 beds.

4.3. Subjects

The total study subjects were 109 out of 150 staff nurses who are working in all units. Their selection was made by simple random sampling. The sample size calculated using Open Epi. Version 3, open-source calculator considering that sample size was calculated with a 5% standard error at 95% confidence level and a power of 80%. The sample size calculated according to this equation: $n = [DEFF * Np (1-p)] / [(d2/Z21-\alpha/2*(N-1)+p*(1-p)]$ (Dean & Sullivan, 2013).

4.4. Tools of data collection

Two tools were used for data collection: the psychological capital Scale and the Organizational Citizenship Behavior scale.

4.4.1. Psychological capital Scale (PCS)

This scale aimed to assess psychological capital among staff nurses. It was developed by *Luthan, Avolio, Avey, and Norman (2006)* and modified by the researchers. It comprises two parts:

Part 1: designed to gather socio-demographic data including age, gender, nursing qualification, experience years, and marital status.

Part 2 consists of 24 items grouped into four domains, namely, hope (6 items), optimism (6 items), resilience (6 items), Self-efficiency (6 items).

Scoring system

The response assigned on a 5-point Likert scale ranged from strongly agree (5) to strongly disagree (1). The scores of items were summed up, the total divided by the number of items, and calculation of the mean and standard deviation was done.

4.4.2. Organizational citizenship behavior scale

This scale aimed to assess organizational citizenship behavior and developed by (*Organ, 1990*). The scale contains (20 items) divided into five dimensions: Altruism: (5) items, courtesy: (4) items, sportsmanship: (3) items, Civic virtue: (5) items, conscientiousness: (3) items.

Scoring system

The responses assigned on a 5-point Likert scale ranged from strongly agree (5) to strongly disagree (1). The scores of items were summed up, the total divided by the number of the items, and calculation of the mean and standard deviation was done.

4.5. Procedures

A jury group ascertained content validity. They consisted of seven experts specialized in nursing administration and psychiatric mental health nursing. Their opinions were elicited regarding the tool's format layout, consistency, and scoring system. Contents of the tools tested for accuracy and relevance. Besides, validity was also done to test its consistency, applicability, relevance, and feasibility. Cronbach Alpha was used to measure internal consistency. It was (0.90) for the psychological capital scale and (0.92) for the Organizational citizenship behavior scale.

Fieldwork started with a pilot study conducted on 11 staff nurses. They represent 10% of study subjects to examine the language's feasibility, practicability, and clarity. It was also used to estimate the time needed to fill the sheets, ranging between 25-35 minutes. Staff nurses who participate in the pilot study were excluded from the primary study sample, and modification is done according to the pilot study.

The fieldwork for this study extended through five months. It started at the beginning of August 2018 and was

completed by the end of December 2018. The researchers introducing themselves to staff nurses and explained the purpose of the study to staff nurses who agreed to participate in the study. Data collected two days per week in the presence of the researchers to explain any ambiguity. The method of filling out the sheet is explained before data collection. The researchers collected data through meeting staff nurses in groups at the workplace during work hours at different times.

Official permission to conduct the study was secured. The researchers clarified to staff nurses that participation was voluntary and anonymity was assured. Approval of the hospital director has been taken first. Also, a suitable time for data collection was determined with each participant's head nurse, and informed consent was taken from each participant. The participants were informed of their right to withdraw at any time and notified that data were collected for scientific research only.

4.7. Data analysis

Statistical Package for Social Sciences (SPSS) version 20 was used to analyze data in this study. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables and means and standard deviations for quantitative variables. Pearson correlation was used to assess interrelationships among quantitative variables to assess the relationship between psychological capital and organizational citizenship behavior among staff nurses. The confidence level chosen for the study was 95%. The differences were considered significant if the p-value was less than 0.05 at the appropriate degrees of freedom.

5. Results

Table 1 identifies the demographic characteristics of staff nurses in the study sample. Slightly less than half of the staff nurses (45.9%) had age <30 years. The majority of them (95.4%) were females. Slightly less than three-quarters of staff nurses had experience <10 years, and more than half (55.0%) of subjects had a diploma, and more than three-quarters of them were married 77.1%.

Table 2 indicates that as for the dimensions of psychological capital, the results reveal that dimensions of self-efficacy and optimism had the highest and lowest means, respectively (3.60±0.48, 3.25±0.38), total mean score of psychological capital were 3.40±0.44.

Table 3 reveals the dimensions of organizational citizenship behavior, the dimension of altruism (4.06±0.62) while civic virtue (civilized behavior had the lowest mean (3.80±0.52) and shows that the total mean score of organizational citizenship behavior was 3.91±0.41.

Table 4 displays a highly significant positive correlation between all domains of psychological capital and organizational citizenship behavior dimensions.

Table 5 indicates a highly statistically significant positive correlation between total staff nurses' psychological capital and their total organizational citizenship behavior.

Table (1): Demographic characteristics of staff nurses in the study sample (n=109).

| Variable | Frequency | Percent |
|------------------------------|-----------|---------|
| Age | | |
| < 30 | 50 | 45.9 |
| 30-40 | 32 | 29.3 |
| >40 | 27 | 24.8 |
| Gender | | |
| Male | 104 | 95.4 |
| Female | 5 | 4.5 |
| Marital status | | |
| Single | 25 | 22.9 |
| Married | 84 | 77.1 |
| Experience years | | |
| <10 | 80 | 73.4 |
| 10+ | 29 | 26.6 |
| Nursing qualification | | |
| Diploma | 60 | 55.0 |
| Technical institute | 35 | 32.0 |
| Bachelor | 14 | 13.0 |

Table (2): Psychological capital Dimensions among staff nurses (n=109).

| Psychological capital Dimensions | Mean±SD |
|----------------------------------|-----------|
| Hope | 3.30±0.45 |
| Optimism | 3.25±0.38 |
| Resilience | 3.45±0.46 |
| Self-Efficacy | 3.60±0.48 |
| Total | 3.40±0.44 |

Table (3): organizational citizenship behavior dimensions among staff nurses (n=109).

| Organizational Citizenship Behavior Dimensions | Mean±SD |
|--|-----------|
| Altruism | 4.06±0.62 |
| Courtesy | 4.05±0.50 |
| Sportsmanship | 3.85±0.45 |
| Civic virtue (civilized behavior) | 3.80±0.52 |
| Conscientiousness | 3.82±0.55 |
| Total | 3.91±0.41 |

Table (4): Correlation matrix among psychological capital dimensions and organizational citizenship behavior dimensions among staff nurses.

| Psychological capital Dimensions | Altruism | Civility | Sportsmanship | Civic virtue | Conscientiousness |
|----------------------------------|----------|----------|---------------|--------------|-------------------|
| Hope | 0.45** | 0.37** | 0.36** | 0.42** | 0.40** |
| Optimism | 0.44** | 0.47** | 0.29* | 0.44** | 0.28* |
| Resilience | 0.35** | 0.38** | 0.28* | 0.43** | 0.25* |
| Self-Efficacy | 0.42** | 0.40** | 0.43** | 0.37** | 0.35** |

Table (5): Correlation between total staff nurses Psychological capital and their total organizational citizenship behavior.

| Variables | Total of Psychological capital | |
|---|--------------------------------|----------|
| | r | p. value |
| Total organizational citizenship behavior | 0.380 | .000 |

6. Discussion

Individuals who have higher levels of psychological capital work more efficiently to achieve success. They are more self-confident and maintain achieving goals or tasks, gaining experience, and becoming stronger after any hazardous situations or personal setbacks. They also develop favorable anticipations and qualities concerning consequences Wang et al. (2017).

The present study showed that the self-efficacy domain had the highest mean regarding the domains of psychological capital, while the domain of optimism had the lowest mean. This finding is consistent with Khosravizadeh et al. (2017), who reported the highest mean scores were related to self-efficacy while the lowest was optimism. Meanwhile, the recent finding has disagreed with Zhou et al. (2017), who found that resilience was the most prominent trait among the subscales of psychological capital, followed by optimism, self-efficacy, and hope.

Besides, the present study finding shows a moderate total mean score of psychological capital among studied staff nurses. This finding contradicted the study findings of *Rahiminiya and Amani (2014)*, who indicated that the values of psychological capital among studied nurses were higher than the average. Also, this finding was contradicted with *Pan, Mao, Zhang, Wang, and SU, (2017)*, who mentioned that this core of psychological capital was high.

Regarding the dimensions of organizational citizenship behavior, the results revealed that the dimension of altruism had the highest means, but civic virtue had the lowest mean. High scores of altruism and helping others dimension confirm the commitment of staff to the mission of these organizations (bringing people to the maximum desirable health level). In contradictions with the current study finding, *Nafei (2015)* reported that the civic virtue dimension had the highest mean score, while the conscientiousness dimension had the lowest mean.

The present study demonstrated that the total mean score of organizational citizenship behavior, as perceived by staff nurses, was high. This result may be attributed to that most management systems encourage some other behavior like organizational citizenship behavior among their staff nurses and the respectable relationship between staff nurses and their supervisors based on trust and joint contributions of knowledge, skills, and values. On the same line, *Abdel Alim and El-Sayed (2017)* demonstrated that most study subjects had high OCB. On the contrary, the result reported by *Yu, Louc, Eng, Yange, and Lee (2018)* clarified that organizational citizenship behavior among study subjects was moderate.

The present study showed a highly significant correlation between all domains of psychological capital and organizational citizenship behavior dimensions. This result may be because psychological capital is a multidimensional construct that its components can break down. By increasing psychological capital and its components, OCB also increases. In the same line, *Pradhan, Kesari, and Bhattacharya (2016)* found a close relationship between all domains of psychological capital and organizational citizenship behavior dimensions. The study has surfaced out that employees reporting high psychological capital are likely to possess citizenship behavior. Moreover, the study result is congruent with *Golestaneh (2014)*, who concluded a positive and significant relationship between psychological capital dimensions and organizational citizenship dimensions.

The present study showed a highly statistically significant positive correlation between total staff nurses' perceptions of psychological capital and their total organizational citizenship behavior. This result answers the research question. *Saghi supported this finding, Far, Zabih, and Hosseinpou (2015)*, who confirmed a positive correlation among total staff nurses' perceptions regarding psychological capital and their total organizational citizenship behavior. Similar findings reported by *Pradhan et al. (2016)* concluded that psychological capital is positively related to organizational citizenship behavior.

7. Conclusion

The present study findings indicated a highly statistically significant positive correlation between psychological capital and organizational citizenship behavior. The self-efficacy dimension of psychological capital had the highest mean, while the dimension of optimism had the lowest mean. Moreover, the dimension of altruism had the highest mean, but civic virtue had the lowest mean.

8. Recommendations

- Hospitals have to create a supportive workplace environment.
- Health care Organizations have to map out strategies for enhancing organizational citizenship behavior.
- Managers should be conduct training courses and workshops on psychological capital that positively affect the organizational citizenship behavior of nurses.
- Further researches are suggested to study:
 - The Influence of psychological capital on staff nurses' engagement.
 - Factors that may influence psychological capital.
 - Relationship between psychological capital and job burnout.

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