

# **THE PREDICTIVE INFLUENCE OF PSYCHOLOGICAL CAPITAL AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND THEIR VARIOUS DIMENSIONS ON EMPLOYEES COMMITMENT AND ITS VARIOUS DETERMINANTS**

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**Abstract:** This study addresses the expanding body of research on psychological capital, organizational citizenship behavior and Organizational commitment. Therefore, it is crucial for firms to understand the elements that encourage employees' commitments and to volunteer for activities that go above and beyond the call of duty in order to fulfill their responsibilities. Therefore it is highly important to look up into the Impact of the Psychological capital and Organizational Citizenship behavior on the work commitments of the employees and how their dimensions effect the improvements that leads ahead for the various factors on the employees work engagements and the peaceful environment. Occupational psychologists are of the opinion that highly engaged workers are more likely to demonstrate organizational citizenship behavior (OCB) because highly involved workers concurrently invest their intellectual, physical, and emotional resources in their work. In a similar vein, psychological capital (PsyCap) is seen as an important personal resource that assists workers in the completion and attainment of official goals. The successful completion of the work results in a sense of fulfillment and generates happiness among employees, which pushes those employees to engage in activities that are outside the scope of their roles.

**Keywords:** employees, psychological capital, organizational citizenship behaviour, employees' commitment, work engagement

## **Introduction**

Although researchers in the past have suggested a linkage between Psychological Capital, employee commitments, and organizational citizenship behavior, not much attention has been paid to examine the mediating role of employee commitments between Psychological Capital and organizational citizenship behavior. This is despite the fact that researchers have previously suggested a linkage between the three factors and their factors as well. In addition, there is a dearth of research regarding the effect of employee commitment on the two-factor model of organizational citizenship behavior, which is comprised of organizational citizenship behavior toward individual and behavior toward organization. These kinds of studies are especially vital for growing economies like India, which has only 2% of the workforce that is skilled, despite the fact that the market is extremely competitive. Recent findings from a number of studies conducted in India indicate that factors such as personal accountability, justice, supervisory support, trust, and employee-company

identification are all antecedents of engagement at work, while organizational commitment is a consequence of such engagement.

**Psychological Capital:** an individual's positive psychological attitude of evolution, which includes four dimensions: self-efficacy or confidence, hope, optimism, and resiliency. can be regarded as a positive psychological state. As a result of the growth of the positive psychology movement, there has been an increase in understanding of the relevance that positive psychological qualities and dimensions can have on human functioning. It did so by making attempts to further expand the positive psychology movement to the workplace. Confidence (efficacy), hope, optimism, and resilience are the four components that make up psychological capital; their respective descriptions follow:

- 1) Confidence/ Self-efficacy: The term "belief" is used to describe an individual's certainty that he or she can carry out a plan of action that will produce the desired result.
- 2) Hope: Hope is a multifaceted term that comprises of a person's willpower to make and continue efforts toward goals, as well as that person's capacity to discern various courses of action to accomplish those goals. This willpower and this skill are necessary for hope to exist. It is a condition of motivation that consists of three components: the goal, the action, and the methods. People who have hope feel the pressure to succeed in their endeavors and have the capacity to devise a variety of approaches to reach their objectives.
- 3) Optimism: "explanatory approach that assigns happy occurrences to internal, permanent, and pervasive causes and bad events to external, transient, and situation specific ones," is how optimism is described in one definition. People who are optimistic try to raise morale by taking credit for the positive things that happen and try to disassociate themselves from the negative things that occur. An optimistic outlook has been linked to an increase in one's level of performance.
- 4) Resilience: The ability to recover from setbacks or negative experiences, as well as favorable but initially daunting alterations, such as taking on more responsibility, is what this term alludes to. A "staunch acceptance of reality, a profound belief, frequently buttressed by firmly held beliefs, that life is worthwhile, and an intuitive capacity to improvise" are all characteristics shared by those who are able to bounce back from adversity. Researchers in the field of organizational studies have recently shown that hardy individuals may flourish and develop despite encountering obstacles.

### **Organizational citizenship Behavior (OCB)**

Means work done by an employee for the benefit of the company or organization outside the scope of his or her official duties. Employee citizenship behavior in organizations has been examined since the late 1970s. There has been a huge uptick in research and attention to these patterns during the past 30 years. As the efficiency of an organization is correlated with organizational behavior, these sorts of employee actions can have significant repercussions for the company as a whole.



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Conscientiousness, sportsmanship, civic virtue, Courtesy, and selflessness are the five dimensions of OCB. Helping others, following procedures, not whining, and being involved in corporate decisions are all examples of organizational behaviors that fall under these five umbrellas.

**Conscientiousness:** To be conscientious is to go above and above what is expected of one's job description, whether that be by following procedures without question, refusing to take unnecessary breaks, or putting in long hours.

A model of conscientiousness includes going above and above in areas such as attendance, punctuality, and cleaning; showing a preference for reducing waste; and establishing a reputation for reliability within the workplace. The employee's requirement for close monitoring is reduced if he is very diligent.

To be conscientious is to be well-organized, self-disciplined, responsible, and diligent. described it as going above and above one's employment responsibilities and formal obligations, for as by working overtime or volunteering for tasks beyond one's job description. It's worth noting that, as a result of their desire for fairness over equality, men are predicted to act more conscientiously than women.

**Sportsmanship:** the capacity to accept the burdens and difficulties of one's task without resentment. This term describes the intention not to whine about the unavoidable difficulties and insults encountered when carrying out one's professional duties. Being a good sport at work means maintaining a positive attitude and showing tolerance in the face of adversity. An act of sportsmanship is one in which one demonstrates a willingness to endure, without grumbling, complaining, appealing, accusing, or protesting, modest and transitory personnel difficulties and impositions of labor.

This reduces the burden on management and allows them to focus on the tasks at hand, which helps the firm succeed. In this article, sportsmanship was described as the attitude of graciously bearing with the minor irritations that are inescapable in every group context. as reported, encouraging excellent sportsmanship in the workplace boosts morale and decreases attrition.

**Civic virtue:** means contributing to the organization's political process in a positive way by sharing one's thoughts openly, attending meetings, having conversations about relevant problems with coworkers, and keeping up with official organizational communications like emails.

An employee's civic virtue can be gauged by the extent to which he or she faithfully participates in, is invested in, and cares about the daily operations of the business. Publicspiritedness stands in for a more systemic kind of loyalty to the group. It demonstrates a desire to be an active member of the business, to keep an eye out for potential problems and solutions, and to figure out what's best for the company as a whole. Employees will act in this way if they identify with the company and feel like they belong there. Volunteering time or providing material support to the organization's administrative role are examples of civic virtue. The term "civic virtue" is used to describe an employee's duty to voluntarily take part in the firm's activities, such as attending meetings and staying up-to-date on company news even when doing so is not mandated. This aspect of OCB may be traced back to the original definition of the term, which argued that workers should act as model citizens of the company. These actions show that workers understand their place in the company and



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are willing to shoulder the responsibilities that come with it. Some studies have linked civic virtue to increased productivity and fewer customer complaints.

**Courtesy:** means doing things for other people to ensure that they are taken care of and that interpersonal conflicts are avoided. This might include things like speaking with them before making decisions that could impact them or providing them with advance notice of changes to their work schedule. Coworkers show courtesy to one another to avoid causing unnecessary friction in the workplace. Kindness at work might consist of something as simple as maintaining office equipment like copiers and printers so that they are available for use by others.

Managers are less likely to get into the crisis management rut if they have employees who make genuine efforts to avoid causing difficulties for their coworkers. Courtesy encompasses actions that prevent issues from occurring and prompt ones that mitigate their impact. A basic definition of politeness is when one member of an organization lifts the spirits of another member who may be feeling down about his or her own career prospects. To restate, studies have shown that the time spent on conflict management is reduced when employees conduct politely toward one another and other groups. The essence of being courteous is not adding extra stress to the lives of your coworkers. One component of this is making sure they have adequate time to prepare for any upcoming workload increases.

## Organizational Commitment

Organizational Commitment an employee's emotional investment in their company. The field of organizational science has also produced a wide variety of definitions for, and measures for assessing, organizational commitment. Meyer and Allen's model of commitment is illustrative of this work since it was designed to unify the many competing conceptions of commitment that had evolved in the academic literature. Some have argued that Meyer and Allen's model fails to account for observed phenomena, and hence fails the consistency test. Some fields, like consumer behavior, may not benefit completely from it either. Concerns have been raised about the goals of Meyers and Allen's paradigm. Turnover, employee engagement, and citizenship at work may all be predicted by a worker's level of commitment to their business. It has been shown that a number of elements are linked to an employee's level of organizational commitment. These include role stress, empowerment, job instability and employability, and leadership distribution.

Extensive discussion of the three pillars of the commitment model in the context of organizations. Their in-depth analysis reveals three levels of employee dedication to their organization:

- **Affective commitment:** Organizational commitment can be broken down into two categories: Affective commitment and Cognitive commitment. An employee who is emotionally invested in their company is one who actively seeks to remain in their position. They understand and support the organization's mission, see themselves as contributing members of the team, and are content with their jobs. Affectively committed workers have a strong sense of belonging at their company, promote positive PR for it, and are invaluable resources.



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- Continuanace commitment: Percentage of employees who feel an emotional connection to continuing to work for the same company. Employees who are continuance committed do so because they feel a strong desire to remain with the company. There is a wide range of reasons why employees may feel obligated to remain with their current employers; however, the most common ones have to do with compensation and the availability of alternative employment opportunities.
- Normative commitment: When talking about normative commitment, we're talking about how much people feel they should remain at their current organization. Normatively committed workers have a strong conviction that they should remain with their current employers. Those who are "normally dedicated" to their companies believe that quitting would have a devastating impact on the company and experience feelings of shame if they even consider leaving.

## Objectives and Methods

This research has following objectives:

- To assess the influence of Psychological capital dimensions on Organizational Commitment.
- To assess the influence of Organizational citizenship Behavior on Organization Commitment.

Along with these two objectives, we have prepared some set of questions and analysis have been done with quantitative approach.

## Data Analysis and Interpretation

As the impact of psychological capital and subjective well-being on corporate citizenship behavior will lead to large financial advantages. Resilience is a lifelong process that takes context and environment into account, not a goal. Our results make us question resilience's nature. Unlike other dimensions of positive psychological capital, it is a more personal construct and cannot be determined by external variables, such as authentic leadership. These results may help develop new studies that refute situations to advance the same theoretical framework, rather than undermine it.

Experts in management sciences have long addressed individual workplace behavior, and in this instance, evolving organizational behavior. Most studies identify behaviors and their current or developing causes. Perception, motivation, occupational attitudes, and organizational commitment influence most workplace activities. In the last 20 years, behaviorists, psychologists, and sociologists have discussed OCB. Organizational commitment demonstrates people's views toward organizational principles and goals and needs them to stay members and do whatever is necessary to achieve organizational goals. Organizational commitment boosted OCB. OCB is linked to organizational commitment. Committed members display sacrifice, caution, and loyalty. OCB and organizational commitment are linked in this research. OCBs and staff organizational commitment have comparable substantial relationships.

### *Influence of Psychological capital dimensions on Organizational Commitment*

Positive psychological capital (PsyCap) can be developed, and each of its four features can have an influence on employees' commitment, behavior, and performance. Furthermore, the effect of developing



PsyCap is greater between many employees that have a higher tendency to develop it because they have a behavioral pattern that is compatible to organizational goals and objectives.

There are other authors who support this claim and suggest that the employees who are most likely to develop PsyCap are those who, in light of the anticipation that they'll be more successful as a result of their increased optimism and belief in their capabilities, ultimately experience an increase in their level of contentment in their work and dedication to the organization.

Positive psychological capital's effect on employees' commitment, conduct, and output was investigated. Human Resources and Management classify workers into two groups: those whose behaviors, in light of the company's objectives, are deemed undesirable and those whose behaviors are deemed desirable. They conclude, among other things, that there is a positive relationship between PsyCap and job satisfaction, organizational commitment, and psychological wellbeing, and that all dimensions of PsyCap (self-effectiveness, optimism, hope, and resilience) have an influence on employee attitudes considered desirable. In addition, these markers exposed a positive facet of organizational behavior; when workers exhibit these behaviors, there is a tremendous lot of room for improvement for businesses, groups, and individuals. People high in psychological capital and subjective well-being are much more likely to participate in civic behaviors inside an organization, the findings suggest. To the extent that these prerequisites are met, the organization's employees will be happy, and its leaders will be optimistic.

In order to create the CFA model seen in fig. 4.2.1, we first need the constructions and components described in the preceding section. Standardized Root Mean Square Residual (SRMR) was 0.072, CFI was 0.515, TLI was 0.49, RMSEA was 0.063 (90% CI= 0.06 - 0.066), and the findings indicated a CFI and TLI of 0.49. Cronbach's indicated a reliability of 0.58 for self-efficacy, 0.61 for hope, 0.55 for resilience, 0.71 for optimism, 0.64 for affective, 0.68 for continuous, and 0.55 for normative.

Latent	Effect					Variance				
	Estimate	Std. Err	p-value	Std .lv	Std. all	Estimate	Std. Err	p-value	Std .lv	Std. all
Psychological Capital						0.297	0.049	<0.001	1	1
Self –Efficacy	1			0.867	0.867	0.098	0.033	0.003	0.248	0.248
Hope	1			0.977	0.977	0.014	0.032	0.662	0.045	0.045
Resilience	1			1	1	1			0.68	0.68
Optimism	1			1	1	1			0.68	0.68
Organizational						0.418	0.078	<0.001	1	1

Commitment Scale										
Affective	1			0.956	0.956	0.039	0.058	0.499	0.086	0.086
Continuous	1			0.75	0.75	0.326	0.151	0.031	0.438	0.438
Normative	1			1	1	1			0.617	0.617
<b>Covariances</b>										
<b>Psychological Capital &amp; Organizational Commitment Scale</b>	0.317	0.043	<0.001	0.9	0.9					

A person's ability to analyze an issue over time and come up with a solution was used as a benchmark against which other aspects of self-efficacy might be measured. For this reason, it is necessary to interpret the results in terms of the base indication.

The determination of workers to find a solution to a work-related problem served as a baseline against which the other variables were evaluated. This means that the indicated item's unit will be used in the estimations. The workers' practice of maintaining an optimistic outlook even in the face of personal uncertainty served as a benchmark for comparison. For the sake of interpretation, all other objects will be measured against the basic item.

A substantial 0.317 correlation was discovered between pc and org comm. After establishing the aforementioned hypothesis, we utilized this as our starting point to compute the effect size. The impact size of 1.106 with a significant variance of 0.015 indicates that an increase of one unit in employees' psychological capital leads to a commitment increase of 1.106 units, therefore rejecting the null hypothesis.

#### *Influence of Organizational citizenship Behavior on Organization Commitment*

Organizational citizenship behavior (OCB) is strongly linked to employee commitment. Recent decades have seen researchers treat organizational commitment as a subject for ultraanalyses; today, researchers view commitment to organizations as multi-dimensional, so their own works focus on the various types of commitments that can be used to characterize employee conduct in the workplace.

There is a strong correlation between commitment and organizational citizenship behaviors, and it is the most significant type of organizational duty consistency and commitment to the organization.

1. to remain for an extended period of time.
2. to comply with the standards and values of the company.
3. the importance of mass engagement in order to achieve growth and development

They characterized affective commitment as being one that is based on one's values, normative commitment as being one that is based on obligation, and continuation commitment as being one that is based

on the assessment of costs and rewards. They contend that these components have various links to variables in the roles of antecedents and consequents, and that these links are differential.

According to the findings of a study with the title "Effects of experiences of discrimination on employee satisfaction, commitment to the organization, OCB, and grievances," all three forms of perceived discrimination were found to have an influence on work engagement, job satisfaction, and complaints. However, there wasn't a correlation with complaints, which runs counter to the expectations that were made. Another research on organizational citizenship behavior (OCB) and organizational commitment was carried out in Nepal, this time with a sample size of 450 employees spread across five different firms. According to the findings, there is a clear and substantial positive correlation between organizational commitment and OCB. Therefore, is found that CFA was used to evaluate the components and elements categorized as altruism, civic virtue, and conscientiousness, courteous, sportsmanship, emotional, continuous, and normative. CFI was calculated to be 0.411, TLI to be 0.37, RMSEA to be 0.079 (90% CI= 0.075 - 0.083), and SRMR to be 0.081. Cronbach's alpha revealed that the reliability of assessments of altruism, civic virtue, conscientiousness, civility, sportsmanship, affect, continuity, and normative standards ranged from 0.6 to 0.72.

Latent	Effect					Variance				
	Estimate	Std.Err	p-value	Std.lv	Std.all	Estimate	Std.Err	p-value	Std.lv	Std.all
<b>Organizational Citizenship Behaviour</b>						0.385	0.101	<0.001	1	1
Altruism	1	1.012				0			0	0
Civic virtue	0.856	0.167	<0.001	0.809	0.809	0.149	0.076	0.051	0.346	0.346
Conscientiousness	0.717	0.155	<0.001	0.839	0.839	0.083	0.047	0.074	0.296	0.296
Courtesy	0.793	0.17	<0.001	1.314	1.314	0			0	0
Sportsmanship	-0.348	0.123	0.005	-0.72	-0.72	0.043	0.032	0.171	0.481	0.481
<b>Organizational Commitment Scale</b>						1.099	0.247	<0.001	1	1
Affective	1	1.101				0			0	0
Continuous	0.708	0.134	<0.001	1.266	1.266	0			0	0
Normative	0.468	0.111	<0.001	0.887	0.887	0.065	0.04	0.104	0.213	0.213
<b>Covariances</b>										



<b>Organizational Citizenship Behaviour &amp; Organizational Commitment Scale</b>	0.625	0.114	<0.001	0.96	0.96	
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Tables above show how factors impact altruism, civic virtue, conscientiousness, civility, sportsmanship, emotional, continuous, and normative behavior. Base unit variables for additional things in each construct were employees supporting others with heavy workloads, keeping up with changes, believing in offering an honest day's work, striving to avoid creating difficulties for others, and thinking oneself a "squeaky wheel." Affective, ongoing, and normative behaviors determined organizational commitment. The table above shows the tested item's impact. The results show that when employees see their organization's challenges as their own and it gives them personal significance, attachment increases by 1.007 and 0.929 units. The other three factors, employees not feeling part of their company (0.89), emotionally linked (0.864) and belongingness (0.502), are likely to negatively effect their affective behavior. Those with too few options (0.164) and those already deep in the job (0.415) are likely to have a low likelihood of continuity, while those who find it difficult to leave their company due to disruption (0.59), necessity & desire (0.452), and lack of alternatives (0.291) are expected to remain. All the normative behavior categories had favorable benefits after removing the obligation to stay with the present employment. Significant correlation was discovered between organizational citizenship behavior and commitment.

### Conclusion

High degrees of academic and professional interest have been shown in the idea of psychological capital because of its connections to positive employee attitudes, behaviors, and work output. Because of the many ways in which it may affect organizational productivity and individual lives, the field of behavioral sciences has recently shifted its focus to employee well-being. It's been proven that a high level of personal fulfillment correlates with professional and organizational success. Altruism, courtesy, sportsmanship, conscientiousness, and civic virtue are all factors in organizational citizenship behavior, which in turn affects the effectiveness and productivity of the company. Since "organizational citizenship behaviors" refer to an employee's actions on the work that go outside the scope of his official duties, they provide credence to the intangible social and psychological factors that play a crucial role in any company's success.

According to the findings of this study's Confirmed Relations, one can draw the conclusion that an increase in both Pyscap and OCB leads to an improvement in staff commitment to the organization, which, in turn, will generally lead to an increase in the effectiveness and efficiency of the activities carried out by the organization. Manpower that is loyal to an organization is willing to continue being a member of the organization based on the goals and values of the organization. Loyal manpower is also willing to go above and beyond the tasks that are required of them, which can be an important factor in the organization's overall effectiveness. Strong correlations were found to exist between the authentic leadership construct's four



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dimensions, and high values were found to exist in the relations that determine the dimensions. These findings, taken together, are consistent with the notion that the authentic leadership construct is unidimensional. As a result of the multicollinearity phenomena, this results in the utilization of the authentic leader construct in the form of onedimensional imagery. The presence of such forces within an organization will lead to improvements in performance, as well as reductions in staff absenteeism, delay, and turnover; this, in turn, will lead to an increase in the level of organizational commitment; it will also demonstrate the organization's prestige favorably in society, which will lead to additional growth and development within the organization.

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