

**EXAMINING THE RELATION OF PSYCHOLOGICAL CAPITAL
WITH JOB PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP
BEHAVIORS AMONG MANAGERS OF THE STATE MEDICAL
SCIENCES UNIVERSITIES**

Seyyedeh Somayeh Hashemi and Abbas Yazdanpanah*

¹Department of Healthcare Management, Fars Science and Research Branch, Islamic Azad University, Marvdasht, Iran.

Department of Healthcare Management, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran.

²Assistant Professor, Department of Healthcare Management, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran.

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***Corresponding Author**

Dr. Abbas Yazdanpanah

Asst. Prof., Department of Healthcare Management, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran.

ABSTRACT

The present study aimed to examine the relation between psychological capital and organizational citizenship behaviors among managers of the state Medical Sciences Universities. The sample of this study included 197 persons (161 men and 36 women) who were selected by using relative stage method among middle managers of the state Medical Sciences Universities. The tools used in this study

included questionnaires of psychological capital, job performance and organizational citizenship behaviors. Evaluating the proposed model was performed using structural equations modeling (SEM) and based on AMOS software version 20. The study results showed that the proposed model has a good fitness to data. Better fitness was obtained through making two paths errors correlated. Generally, all hypotheses were confirmed.

KEYWORDS: psychological capital, job performance, organizational citizenship behavior directed toward individual (OCBI), organizational citizenship behavior directed toward the organization (OCBO), structural equations modeling.

INTRODUCTION

It is for a long time that scientists and researchers have adopted a positivist approach to management of human resources. In fact, the organizations have increasingly realized the importance of being positive and focusing on development of personnel strengths instead of their weaknesses (Schaufeli & Salanova, 2007). Positive psychology is an aspect of psychology which studies the conditions and processes which help in success of people, groups and organizations.

The positive principles express that tolerable and quick change requires positive emotion and social links (Frederickson, 2001). The present study examines a number of positivist organizational structures, behaviors and attitudes with focus on psychological capital which is the best and most sensible indicator and sign of positivism in working environments to both create a new perception from this notion and specify the relation of this positive structure with job performance and organizational citizenship behavior directed toward individual (OCBI) in personnel.

Managers have been among important pillars in the organizations especially in Medical Sciences Universities and due to their important role in health system, incompetency of this group's work will lead to irrecoverable results, then addressing factors effective on managers performance and research in this field is very important. Since managers are an important group in health system services, finding important and effective predictors on their performance and variables relating to it is considered a worthy help not only for them but for the whole society. One of effective factors in this domain is positivism. This study tries to examine the relation between managers' positive evaluations and their job consequences.

Psychological capital provides a framework which enables scientists to extend present studies in the field of positive organizational behavior (POB). This structure which includes self-efficacy, hope, optimism and resiliency was introduced by Luthans (2002) as a comparable scale with human (rational), social and physical capital (Page & Donohue, 2004).

Psychological capital is a crecive positivist psychological state which is specified with the following features: 1) having required self-confidence and effort for success in challenging tasks (self-efficacy), 2) creating positive document about success at present and future (optimism), 3) insisting on reaching goals and changing paths of achieving goals when

necessary, 4) tolerating and returning the first place for achieving success at the time of facing with problems and difficulties (resilience) (Luthans, Youssef & volio, 2007, p 3).

Personnel provide effective services if they are pleased and engaged to the organization (hope), to be optimist to future and to be able to withstand against challenges, also to have a complete understanding from knowledge and skill they are offering (self-efficacy). Components of positive psychological capital (optimism, self-efficacy, hope and resilience) are key psychological resources of successful job performance. Psychological capital helps people to foster an active coping style (Luthans, Norman, Avolio, Avey, 2008, quoted from Abdullah, 2009). Psychological capital is defined as state-like capabilities of an individual self-efficacy, optimism, hope and resilience (Luthanz et.al, 2007 quoted from Abdullah, 2009). When these four state-like capabilities are combined with each other as a new structure called psychological capital, show a strong positive correlation between personnel job performance, job happiness, organizational commitment and job satisfaction (Youssef, 2004). Therefore, each of these structures may play a major role in profitable business policies which is possibly derived from increased performance and job satisfaction of personnel (Abdullah, 2009).

Following previous studies in the field of organizational citizenship behavior , in this study a two dimensional viewpoint , i.e. organizational citizenship behavior directed towards the individual and organizational citizenship behavior directed towards the organization, was adopted for studying psychological capital impact on organizational citizenship behaviors.

Organizational citizenship behavior is the most sensible background performance indicator and indicates any kind of personnel voluntary behavior which is not a part of the personnel task requirements but is along with benefits for the organization (Borman & Motowidlo, 1993, Organ, 1988, 1997). People who have higher psychological capital seem more likely to have organizational citizenship behavior than those who have lower psychological capital. Generally, those personnel who have more positivism show higher organizational citizenship behavior versus those personnel who tend to negativism (Avey, Luthans, Youssef, 2010).

Examining the study background and models introduced in relation to psychological capital lead to designing the present proposed model in which the impact of psychological capital on job performance and organizational citizenship behavior toward individual and organization are examined. Figure 1 shows the proposed model of the present study.

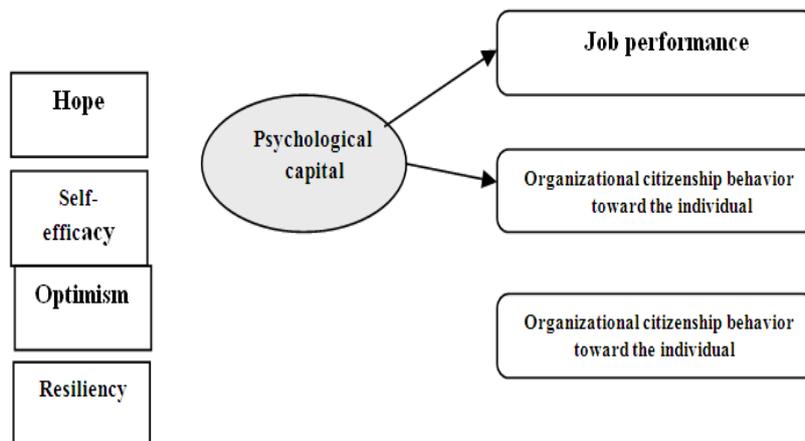


Figure 1: The relation of psychological capital with job performance and organizational citizenship behavior toward the individual and the organization.

Research hypotheses

- 1- Psychological capital has a positive impact on job performance.
- 2- Psychological capital has a positive impact on organizational citizenship behavior toward the individual.
- 3- Psychological capital has a positive impact on organizational citizenship behavior toward the organization.

The statistical population and sampling method

The statistical population of the present study includes managers of all the state Medical Sciences Universities (55 universities) in 2015. These people were serving in spring 2015. For achieving a sample which is more indicative of the society, for performing the present study, 197 persons were selected from the mentioned statistical society for testing hypotheses and 36 persons as validation sample using relative stage method from managers of 55 state medical sciences universities and the questionnaires were distributed among them through email. Sampling method was in this way that first, among 55 universities, 20 universities were randomly selected and then proportionate to managers of each university, some of them were selected as sample by stratified sampling method.

Research tools

In this study, for assessing the studied variables the following questionnaires were used:
 Psychological capital questionnaire: for assessing psychological capital, 24-clause psychological capital questionnaire (Luthanz et.al, 2007) was used. In this questionnaire, for

each of psychological capital components, 6 clauses have been considered. The mentioned questionnaire was translated to Persian by Rahimi (2010) and was regulated for administration. Luthanz et.al (2007, quoted from Rahimi) obtained reliability coefficient of this scale ($\alpha = 0.88$ & 0.89). Luthanz et.al (2007) acquired a suitable and very high validity for this scale. Validity of this scale in the present study was obtained 0.86 using Cronbach alpha method.

Job performance questionnaire

In the present study, for assessing job performance 9- clause scale (Ten Horn & Roe, 1988, Ten Horn, 1989) was used. This questionnaire was first translated by Arshadi (2007) to Persian and was regulated for implementation. Ten Horn, Zinovieva, Roe & Dienes (1996, quoted from Arshadi) have reported the reliability coefficients of this questionnaire as follows: Bulgaria 0.69 (1994), Hungary 0.75 (1994) and Netherlands 0.68 (1994). Validity of this scale was obtained 0.79 in the present study using Cronbach alpha.

The questionnaire of organizational citizenship behaviors toward the individual and the organization.

In the present study, for assessing organizational citizenship behavior, the organizational citizenship behavior scale of Williams & Anderson (1991) was used. This scale was translated and regulated for administration by Arshadi (2009). This scale includes 21 clauses. Regarding the aim of the present study, only 14 clauses from these 21 clauses were used. The alpha coefficient provided by Williams & Anderson (1991) for organizational citizenship behavior toward the individual is 0.61 to 0.88 and for organizational citizenship behavior toward the organization is 0.70 to 0.75 . Reliability of the organizational citizenship behavior questionnaires in the present study was examined with Cronbach alpha method that it was obtained 0.66 for organizational citizenship behavior toward the organization and 0.85 for organizational citizenship behavior toward the individual.

The research findings

Descriptive findings

Before performing main analyses, some primary analyses were done for acquiring preliminary attitudes relating to data. In this study, totally the relations of 7 variables were studied in the proposed model. Descriptive findings relating to mean, standard deviation, the least and most score of subjects on research variables have been shown in table 1 and correlation coefficient matrix of the model variables in table2.

Main findings

The proposed model in the present study includes two parts of structural and management. Measurement part shows that how markers (indicators) assess the latent supposable structures. The structural part notes to casual impacts of exogenous variables on endogenous variables (quoted from Arshadi, 2007).

Evaluating the proposed model was performed using Structural Equations Modeling (SEM) based on SPSS software version 20 and AMOS version 20. For determining fitness efficiency of the proposed model with data, a combination of fitness indicators as follow were used: 1) qui-square rate (X^2), 2) normalized indicator of qui-square (the ratio of qui-square to independence degrees), goodness fitness indicator (GFI), normalized fitness indicator (NFI), comparative fitness indicator (CFI), increasing fitness indicator (IFI), Tucker- Luis indicator (TLI) and mean square of approximation error squares (RMSEA).

Table1. Descriptive indicators relating to research variables for total subjects.

| descriptive indicators scales | least | most | mean | standard deviation |
|---|-------|------|--------|--------------------|
| psychological capital | 41 | 134 | 100.32 | 11.89 |
| self-efficacy | 10 | 39 | 26.12 | 4.93 |
| hope | 8 | 39 | 24.28 | 5.01 |
| resilience | 11 | 40 | 26.67 | 4.43 |
| optimism | 13 | 39 | 23.56 | 4.67 |
| job performance | 21 | 41 | 28.49 | 4.14 |
| organizational citizenship behavior toward the individual | 10 | 33 | 28.47 | 3.36 |
| organizational citizenship behavior toward the organization | 16 | 34 | 24.66 | 3.32 |

Table2: Correlation coefficients matrix of the research variables.

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|--|---------|---------|---------|---------|---------|---------|---------|---|
| 1 | psychological capital | 0 | | | | | | | |
| 2 | self-efficacy | 0.872** | 0 | | | | | | |
| 3 | hope | 0.885** | 0.885** | 0 | | | | | |
| 4 | resilience | 0.780** | 0.526** | 0.548** | 0 | | | | |
| 5 | optimism | 0.700** | 0.328** | 0.470** | 0.489** | 0 | | | |
| 6 | job performance | 0.366** | 0.348** | 0.274** | 0.372** | 0.198** | 0 | | |
| 7 | citizenship behavior toward the individual | 0.453** | 0.359** | 0.355** | 0.387** | 0.346** | 0.112** | 0 | |
| 8 | citizenship behavior toward the organization | 0.403** | 0.331** | 0.302** | 0.333** | 0.297** | 0.297** | 0.465** | 0 |

Confirmatory factor analysis (CFA)

Before evaluating structural model for showing the relation between marker variables with respective latent structure, confirmatory factor analysis (CFA) was performed on latent variables. The proposed model in this study includes latent variable of psychological variable which has been measured through some marker variables. Figure 2 shows factor analysis model of latent variable in the present study and table 3 shows its fitness goodness indicators. The results of confirmatory factor analysis model indicate an acceptable and logical fitness. Also, table 3 shows that latent variable measuring model has a good structural reliability and fitness.

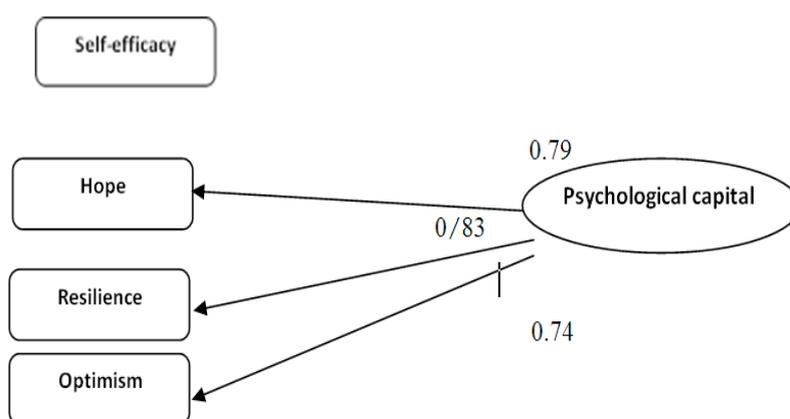


Figure 2: Factor analysis model of latent factor.

Table 3- goodness indicators of confirmatory factor analysis fitness of latent variables

| indicators | X2 | df | X2/df | GFI | IFI | TLI | CFI | NFI | RMSEA |
|------------|---------|----|-------|------|------|------|------|------|-------|
| model | 117.072 | 34 | 3.63 | 0.92 | 0.90 | 0.91 | 0.91 | 0.90 | 0.07 |

Structural equations modeling (SEM)

The proposed model in the present study has totally inserted four variables in it that one variable is criterion as independent variable and three variables as dependent variables.

Before examining structural factors, fitness of the proposed model was examined. Primary model fitness was evaluated based on fitness indicators which were previously described. Though, the rates of fitness indicators showed that the proposed model has a relatively good fitness, but for improving fitness indicators, the main model was used through making two paths errors correlated (second model). For reducing the rate of qui-square, the two paths errors became correlated. According to remarks of Schaubroeck (1990), we can expect that disorder cases (error) for two variables is covariate when they have common reasons which

are not considered in the model (Arshadi, 2007). The result of these changes was final modified model that its fitness with data has been shown in table 4 based on fitness indicator.

Table4. Fitness of the proposed and final models based on fitness indicators.

| fitness indicator / model | X2 | df | X2/df | GFI | IFI | TLI | AGFI | CFI | NFI | MSREA |
|---------------------------|---------|-----|-------|------|------|------|------|------|------|-------|
| Proposed model | 672.542 | 103 | 5.005 | 0.90 | 0.83 | 0.82 | 0.87 | 0.87 | 0.82 | 0.83 |
| final model | 434.28 | 101 | 4.101 | 0.94 | 0.85 | 0.86 | 0.90 | 0.91 | 0.85 | 0.052 |

As contents of table 4 shows, the first model has a relatively good fitness; this fitness has been improved by making the two paths errors correlated in the final pattern. Figure 3 shows paths factors in the proposed model in the present study.

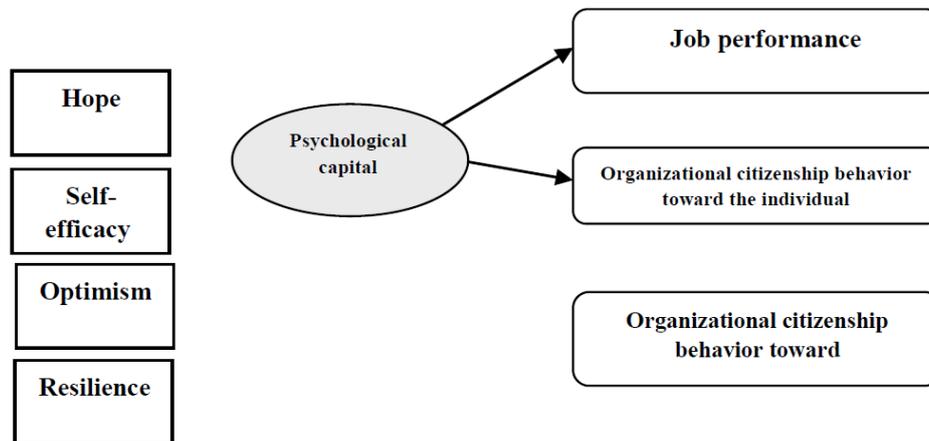


Figure 3. The proposed model of the present study and its path factors

Based on figure 3, all paths of the proposed model are confirmed.

DISCUSSION AND CONCLUSION

This study showed that psychological capital has a relation with job performance, organizational citizenship behaviors toward the individual and the organization. The results relating to the relation between psychological capital and job performance (1st hypothesis) is consistent with studies of Norman, Ovey, Nimmicht & Pigeon (2010), Gooty et.al (2009), Luthans, Avolio, Avey & Norman (2007), Luthans et.al (2008) and Avey (2007). Psychological capital has always had a strong impact on job performance in working environments. People with high hope have a very good ability in creating ways of achieving their goals. This psychological source continuously create this hope that goals will be achieved, moreover, people who have a high hope regulate their tasks so that achieve success

(Avey et.al, 2008). Such a continuous motivation and recognizing alternative paths help these people to show a high performance.

On the other hand, optimist people tend to have internal, bearable and general predications for success and external, unstable and special predications for failure. Therefore, at the time of occurrence of negative consequences for optimist people, they preserve their motivation for achieving success with this reasoning that failure occurrence has had an occasional reason and they will hope their next effort won't likely lead to failure.

Based on view of Luthans, Aveyilio, Walumbwa & Lee (2005), resilience as a component of psychological capital has a positive relation with job performance, since people with high resilience are more creative , more adaptable to change and are resistant at the time of facing difficulties. Studies have shown that people with high self-efficacy have a high performance too.

Also, when personnel do a task successfully (self-efficacy), they are more likely to believe that they can further do that task successfully, they show continuous effort and incompilant pursuit for finishing the task and by means of their beliefs are motivated towards their successes , so show a high performance.

According to Luthans, Avolio et.al (2007), those personnel who have a high level of psychological capital may have even better performance comparing those personnel who just show hope or resilience or self- efficiency in a given situation due to the number and level of psychological structures which are evident in cognitions, motivation and finally their behavior.

In relation between psychological capital with organizational citizenship behaviors toward the individual and the organization, the results are consistent with Norman et.al (2010), Gouti et.al (2009) & Avey, Luthans & Jensen studies. Psychological capital as a positivist structure, generally is objective through the individual ability in finding various paths of achieving success (i.e. hope). Some of these ways may be creative and therefore, a part of role and duty is not formal, such creative ways include being resilient when necessary (resilience), so that persistence is done for access to goal (hope), being secure in their abilities and then not fearing from new methods (self-efficacy) and being optimist about future (optimism). Also, based on view of Organ & Near (1985), personnel who evaluate their future optimally

(psychological capital), more tend to adjust their inputs for the organization by which contribute in the organization success. People with higher levels of psychological capital utilize their ability in using psychological powers for encountering obstacles in work and measure in more visual behaviors like organizational citizenship behaviors (see Avey et.al , 2008). Especially, the personnel who evaluate their future more optimal in the organization are more likely to make more effort to form a more profitable future for the organization through measuring in organizational citizenship behaviors toward the individual and the organization (quoted from Gouti et.al, 2009).

Applied suggestions

- the first scientific use as the result of this study is regarding managers of the organizations and managers of human resources to first specify psychological capital as a fundamental for employment and election of required people since psychological capital role has been well shown in advancing the organizational capital and second create and reinforce it in their personnel. It is necessary to note that psychological capital has growth capability, there are clear directives and countless and successful utilizations in positivist psychology literature for increasing self-efficacy, hope, optimism and resilience and general psychological capital. For example, during an intervention performed by Gallup institution researchers, they were able to increase psychological capital in the sample group. Generally, managers could encourage personnel to improve their psychological capital and this could be a capital for the organization so that the personnel could better and faster adopt those changes during challenging organizational alterations.

- psychological capital indicates the individual psychological resources and high levels of these resources enables personnel to renew and restructure themselves in encountering with working challenges and problems, get fresh force and move forward, so it is suggested that the organizations choose people for managing and supervising posts and train them so that they have higher psychological capital and then more psychological resources. In scientific view, this point could help both managers and personnel who have faced major obstacle and failure in a creative plan to rapidly get away from it by ascribing that failure to external temporary conditions (i.e. by showing hope) and view that obstacle as a lesson for their improvement (for example by showing resilience). So, those managers and personnel who are more hopeful, optimist, self- efficient and flexible may, comparing their colleagues with

lower psychological capital, more resist in difficult situations relating to today dynamic and severely competitive organizational contexts with which most organizations are encountered.

- High levels of psychological capital indicate positive evaluations relating to work in personnel and positivist personnel tend to preserve their positivism , so it is suggested that the organizations provide a bed and environment , for example through creating a supportive environment , so that these people be able to preserve their positivism spirit and show it. Managers could prepare workplace so that it causes excitation and stimulation of positive features which are associated with high psychological capital.

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