

**IMPACT OF PSYCHOLOGICAL CAPITAL ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR OF EMPLOYEES IN SELECTED PUBLIC SECTOR
ORGANIZATIONS IN SRI LANKA**

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INTRODUCTION

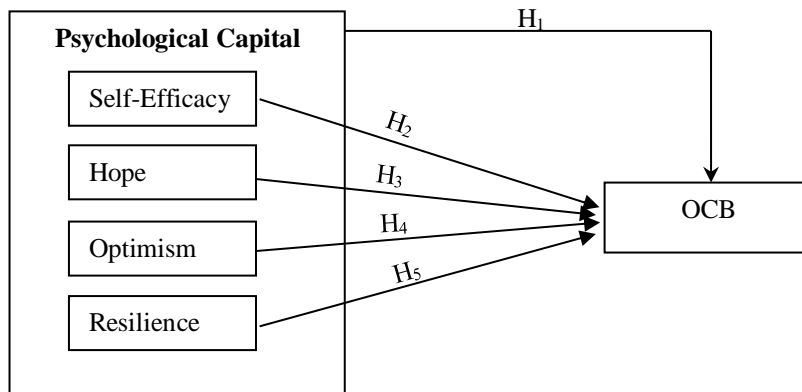
The challenge of increasing productivity in Sri Lanka's public sector has no easy answers, given the way it has been managed for years if not decades. Nevertheless, it has been established by HR experts and professionals that strong and continuous engagement is the key to bringing out the productive potential of the public sector workforce that continues to be challenged at every juncture (Rathnayake, 2018). According to Senadeera (2020), productivity and efficiency among public servants have dropped to an all-time low of 30%. According to Kulathunga (2022) in the article 'Excess burden of public sector inefficiency' stated that the key cause of the public sector employee's inefficiency and mediocre work ethic is the attitudes that were in practice for a long period. From the management perspective, skills and knowledge can be trained, but good work attitude is subjective and seemingly exceptionally rare in the Sri Lankan public sector". In a context like this, all the public servants have to engage in the jobs with their entire capacity to satisfy the customers and to recover somewhat from this unexpected situation. In turn, if the public sector expects sustainable productivity, the public servants have to perform their duties going beyond the call of duty and need more engagement to provide better service to customers. Such extra-role behaviors are called Organizational Citizenship Behavior (OCB) and it is important to organizations because they help to increase organizational efficiency, effectiveness, and productivity of the organization (Luthans, 2011; Thulasi & Geetha, 2015; Cintantya & Salendu, 2017; Pickford & Joy, 2016). The public servants for each job category are recruited with the same knowledge and skills and similar benefits are received for them but some are higher performers, and some are not. Few employees go beyond their call of duties but the majority is not performing even their assigned duties. It is a challenge to develop this type of discretionary behavior among the employees. It should be a long-term plan. The policymakers and administrators have to challenge the traditional frameworks and trust in new concepts. According to the research, Psychological Capital (PsyCap) is one of the new concepts that has to be examined in the context of the public sector. Luthans (2011); Luthans, Youssef and Avolio (2007) defined psychological capital as "An individual's positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success." Previous research conclusively showcased a direct, positive impact of PsyCap on OCB (Hatmi et al., 2017; Cintantya and Salendu, 2017; Avey et al., 2011). However, there is limited research on OCB with PsyCap in the Sri Lankan context (Janadari et al., 2018). However, there is no reported research conducted between these two variables on public sector

employees in Sri Lanka. Therefore, the objective of this article is to examine the impact of PsyCap on the OCB of employees in selected public sector organizations in Sri Lanka.

METHODOLOGY

Figure 1

Conceptual Framework



The following hypotheses were developed for the study.

H₁: There is a positive and significant impact of PsyCap on the OCB of employees in selected public sector organizations in Sri Lanka.

H₂: There is a positive and significant impact of self-efficacy on the OCB of employees in selected public sector organizations in Sri Lanka.

H₃: There is a positive and significant impact of hope on OCB of employees in selected public sector organizations in Sri Lanka.

H₄: There is a positive and significant impact of optimism on the OCB of employees in selected public sector organizations in Sri Lanka.

H₅: There is a positive and significant impact of resilience on the OCB of employees in selected public sector organizations in Sri Lanka.

Positivity is the philosophy of this research. The deductive approach was the approach that worked best for this study. The methodological choice of this research is a quantitative research approach. Since the current research was conducted during a set period, the cross-sectional time horizon was chosen. A questionnaire was used to collect the data. The unit of analysis of this research is individual employees of selected public sector organizations. The population of this study is the clerical and non-clerical level employees in the selected public sector organizations. 254 clerical and non-clerical level employees who are working in two selected public sector organizations were used as the sample based on the Krejcie & Morgen (1970) model. A proportional stratified sampling technique was used to select the sample.

The 24-item scale which was developed by Luthans et al., (2007) was used to measure the PsyCap and it was categorized under self-efficacy, hope, optimism, and resilience. A 15-item scale developed by Lee & Allen (2002) was utilized to measure the level of OCB of the employees. Altruism, Courtesy, Civic virtue, Sportsmanship, and Conscientiousness are the dimensions of OCB.

RESULTS AND DISCUSSION

Table 1

KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.822
Bartlett's Test of Sphericity	Approx. Chi-Square	3920.206
	df	741
	Sig.	0.000

KMO and Bartlett's test value is 0.822 and it is significant. Therefore, the sample size is adequate for this research.

Table 2

Reliability Analysis

Variables	Cronbach's Alpha	No. of questions
Self-Efficacy	0.710	6
Hope	0.724	6
Resiliency	0.840	6
Optimism	0.822	6
OCB	0.872	15

These values indicate high internal consistency reliability for all the dimensions, as they are all above the generally accepted threshold of 0.70.

Table 3

Model Summary of Multiple Regression Analysis

Model	R	R Square	Adj. R Square	Std. Error
1	0.782	0.612	0.605	0.229

According to Table 3, the model's R-squared value is 0.612. It demonstrates that 61.2% variation in OCB is explained by self-efficacy, hope, optimism, and resilience at the 0.05 significant level.

Table 4

Statistic information for ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	18.267	4	4.567	86.737	0.000
Residual	11.583	220	0.053		
Total	29.850	224			

a. Dependent Variable: OCB

b. Predictors: (Constant), OPPT, RESI, SELF, HOPE

The ANOVA table shows that the regression model is significant with an F-value of 86.7 and a p-value less than 0.05, indicating that the predictor variables are significantly related to the dependent variable (OCB).

Table 5
Coefficients of the Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients β	t	Sig.
	β	Std. Error			
(Constant)	0.616	0.186		3.305	0.001
SELF	0.120	0.046	0.119	2.608	0.010
HOPE	0.145	0.040	0.163	3.582	0.000
RESI	0.125	0.034	0.165	3.702	0.000
OPPT	0.521	0.040	0.599	12.999	0.000

According to the regression results, H₂, H₃, H₄ and H₅ are accepted. H₁ can be accepted based on the results of H₂ to H₅. All of these hypotheses were supported by the data, indicating that self-efficacy, hope, optimism, and resilience contribute positively and significantly to the OCB of selected public sector employees in Sri Lanka. Drawing on the regression analysis, the study posits that the strongest determinant of OCB is employees' optimism, evidenced by a B-value of 0.521. These findings seamlessly aligned with prior academic endeavors in different contexts, confirming the positive and significant impact of self-efficacy, hope, optimism, and resilience on OCB (Cintantia & Salendu, 2017; Nafei, 2015; Pradhan, Jena & Nisar, 2016). PsyCap as a core construct has a positive and significant impact on OCB. This result is further confirmed by Gupta et al.(2017).

CONCLUSION AND IMPLICATIONS

This study aimed to investigate how PsyCap impacts the OCB of selected public sector employees in Sri Lanka. The findings suggest that PsyCap positively and significantly impacts on OCB of public sector employees in Sri Lanka. Furthermore, its dimensions; self-efficacy, hope, optimism, and resilience impact OCB.

The findings of this study will be important theoretically and practically for the parties who are directly involved with the research area. Future researchers can use the findings of this research as empirical evidence. Since the sample was limited to clerical and non-clerical level employees who are working in two selected public sector organizations, future researchers can expand the sample to different job positions, organizations, and sectors.

The findings suggested that the level of PsyCap of the employees can be used to enhance the employee's voluntary behaviors. These types of behaviors will help to provide quality service to the customers and improve the performance of public sector organizations. Therefore, all the responsible authorities, policymakers, and implementers have to consider this new capital and make necessary arrangements to implement effective strategies to improve the self-efficacy, hope, optimism, and resilience of their employees.

Keywords: Hope, organizational citizenship behavior, optimism, resilience, self-efficacy, psychological capital

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