

PROJECT REPORT  
ON  
“INFLUENCE OF PSYCHOLOGICAL CAPITAL ON  
ORGANIZATIONS CITIZENSHIP BEHAVIOUR AND JOB  
PERFORMANCE”

Submitted by  
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*In partial fulfillment of the requirements for the award of degree of  
Master of commerce at Calicut University*



**MES ASMABI COLLEGE**  
P. VEMBALLUR- 680671  
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## **CERTIFICATE**

This is to certify that the project report entitled **“INFLUENCE OF PSYCHOLOGICAL CAPITAL ON ORGANIZATIONS CITIZENSHIP BEHAVIOUR AND JOB PERFORMANCE”** is a bone- fide record of work done by **NIHITHA K.N** submitted in partial fulfillment of requirements for the award of the degree of "Master of Commerce".

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## **CERTIFICATE**

This is to certify that the nature of the project report entitled “**INFLUENCE OF PSYCHOLOGICAL CAPITAL ON ORGANIZATIONS CITIZENSHIP BEHAVIOUR AND JOB PERFORMANCE**” is a bona fide record of the work done by **FARHANA P A** and submitted in partial fulfillment of the requirement for the award of the degree of Master of Commerce at the University of Calicut. This independent project report was completed under my supervision and guidance.

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## **DECLARATION**

I hereby declare that this report entitled “**INFLUENCE OF PSYCHOLOGICAL CAPITAL ON ORGANIZATIONS CITIZENSHIP BEHAVIOUR AND JOB PERFORMANCE**” has been prepared under the guidance of **Smt. DEEPA K.A.**, Assistant Professor, Post Graduate Department of Commerce, M.E.S Asmabi College, P. Vemballur in partial fulfillment of the requirement of the M.com degree. The information and data given in the report are authentic to the best of my knowledge.

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## Questionnaire

### **influence of psychological capital on organizations citizenship behaviour and job performance**

**1) Gender**

Male

Female

**2) Age**

18-25

26-30

31-35

Above 35

**3) Education**

Under graduate

Post graduate

Other

**4) Position**

Non-management employees

Senior or executive manager

Manager

Other

**5) Monthly income (in rupees)**

Less than 19,999

20000-39,999

40000-59,999

60,000-79,999

80000 and above

- To what extent do you agree or disagree with the following?

**Psychological capital**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
<b>PCQ12</b>					

Questionnaire are available in the link [www.mindgarden.com](http://www.mindgarden.com)

**Organization citizenship behaviour**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
I help others who have been absent at work.					
I am punctual at work place.					
I volunteer for things that are not required at work place.					
I do not take undeserved breaks from work.					
I orient new people even though it is not required for work.					
My attendance at work is above the norm.					
My attendance at work is above the norm.					
I help others who have heavy workloads.					
I do not coast towards the end of the day.					
I give advance notice if unable to come to work.					
I do not spend a great deal of time on personal phone conversations.					
I do not take unnecessary time off work.					
I assist my supervisor with his or her work.					
I make innovative suggestions to improve the department.					

I do not take extra breaks from work.					
I attend functions not required but that help the company image.					
I do not spend time in idle conversation at work.					

**Job performance**

	<b>Strongly agree</b>	<b>agree</b>	<b>neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
I always complete the duties specified in my job description.					
I always meet all the formal performance requirements of my job.					
I always fulfil all responsibilities required by my job.					
I never neglect aspects of the job that I am obligated to perform.					
I always perform essential duties.					

**CHAPTER I**  
**INTRODUCTION**

**CHAPTER II**  
**REVIEW OF LITERATURE**

**CHAPTER III**  
**THEORETICAL FRAMEWORK**

**CHAPTER IV**  
**DATA ANALYSIS AND**  
**INTERPRETATION**

**CHAPTER V**  
**FINDINGS, SUGGESTIONS AND**  
**CONCLUSION**



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# **BIBLIOGRAPHY**

## 1.1 INTRODUCTION

In today's competitive business world, organizations are constantly striving for growth and success. So the organization needs to recognize the value of resources for the better running of the organization. In organizations, the importance of human resources is very high. If you want to keep up with the competition, human resources have great importance for the survival and success of an organization. So it is essential to use these resources effectively and identify the motivational factors that affect the employees. Supervisory support, a healthy working environment, proper working hours, and reducing stress levels can lead to better performance.

Once the organization gives these things to the employees, they are encouraged more and they do their work more effectively, which helps to increase the productivity and efficiency of the organization. One important factor in all of these is something called psychological capital.

Psychological capital refers to positive psychological resources that individuals bring to the workplace, including self-efficacy, optimism, hope, and resilience. When employees have these qualities, they are happier and more engaged in their work. It helps improve the performance and well-being of the team. These qualities aren't just something people are born with; they are also developed and encouraged within the organization. When employees have high psychological capital, they have high productivity, are effectively engaged at work, are ready to face challenges, and also tend to have a better attitude and behavior toward their workers and colleagues.

Recognizing the importance of psychological capital, organizations are putting more focus on developing their employees. By doing so, they are not only helping their employees feel better and perform better but also contributing to the overall development of an organization. The reason organizations are paying more attention to psychological capital is because they see how much it can help when employees feel good about themselves and their work. They are more likely to go the extra mile. They are ready to help their co-workers, come up with new ideas, and perform better in their

jobs. They're not only helping the organization succeed but also creating a positive and productive work environment.

Psychological capital influences two important things in organizations: organizational citizenship behavior and job performance. OCB It is all about the extra things employees do to help the organization, like volunteering for tasks or helping co-workers. And job performance is, well, how well employees do their jobs. By understanding how psychological capital influences these things, we can see just how important it is for organizations to focus on building up their psychological capital. The project analyzes the influence of psychological capital on organization citizenship behavior and job performance with special reference to employees in manapuram finance. This research aims to provide valuable insights for optimizing workforce dynamics and achieving sustainable organizational growth.

## **1.2 STATEMENT OF PROBLEM**

Today's globalized economy faces significant challenges for the organization. Labor plays an important role in the organization. It is necessary to consider human resources and use these resources effectively for the development of organizations. Recognizing the importance of human resources, organizations strike to implement strategies that harness the full potential of their employees. The traditional approach often focuses on the tangible skills and abilities, not the positive mind-set and mental strength of employees. When an employee lacks a positive mind-set, it can have a impact on the organization. Firstly, their negative outlook may spread to others, creating a gloomy atmosphere that affects morale and motivation across the team. This can result in decreased productivity and enthusiasm among employees. Moreover, negative attitudes can affect customer interactions, potentially leading to poor service and damaging the organization's reputation. It will affect the organization's overall culture, performance, and overall success.

But in recent times, psychological capital has played a major role in shaping OCB and job performance. So it is needed to recognize the relevance of psychological

capital like hope, optimism, self-efficacy, and resilience for fostering a positive work environment and enhancing employee engagement. These qualities not just boost the individual productivity but also assist into the success of an organization. By understanding the mental strength of the employee, it helped to support the endeavours of employees and promote the substantial growth of an organization. . Therefore, this study aims to explore the influence of psychological capital on OCB and job performance. The research seeks to provide valuable insights for organizations aiming to optimize employee engagement and productivity.

### **1.3 SIGNIFICANTCE OF STUDY**

This study offer significant insights into how positive psychological attributes, such as optimism, resilience, self-efficacy, and hope, impact employee behavior and performance within an organization. And also, this approach can help with better recruitment, selection, and training practices, as well as improved employee Wellness and professional satisfaction. Acknowledging the importance of OCB in organizational success can motivate organizations to cultivate a culture that appreciates and incentivizes discretionary behaviour, ultimately contributing to improved teamwork and organizational effectiveness. Additionally, employees are motivated to contribute actively toward the organization success . This research can help organizations understand how to foster a healthy working culture, enhance employee engagement, and ultimately improve overall organizational effectiveness.

### **1.4 OBJECTIVES OF STUDY**

- To analyse the influence of psychological capital on organizations citizenship behaviour
- To analyse influence of organization citizenship behaviour on job performance

## **1.5 HYPOTHESIS**

H1: Job performance is not equal to average

H2: Psychological capital is not equal to average

H3: organization citizenship behaviour is not equal to average

H4: Psychological capital has impact on organization citizenship behaviour

H5: organization citizenship behaviour has impact on job performance

H6: There is difference between male and female in psychological capital.

H7: There is difference between male and female in job performance.

H8: There is difference between male and female in organization citizenship behavior.

## **1.6 RESEARCH METHODOLOGY**

### **a) Research design**

The study follows descriptive, empirical in nature. The study describe the influence of psychological capital on organizations citizenship behaviour and job performance

### **b) Population**

Population of study is the employees in Manapuram Finance Ltd. Valappad, Thrissur.

### **c) Sample Size**

A samples of 100 employees were taken.

### **d) Sampling method**

Convenient sampling method is used for the study

#### **e) Type of data is used**

Primary data for the study collected through questionnaires using Google form.

#### **f) Tools for data collection**

Questionnaires are used to collect the data.

### **1.7 SCOPE OF STUDY**

The study is about the "influence of psychological capital on organization citizenship behaviour and job performance " The study conducted among employees of Manapuram Finance Ltd. Valappad, Thrissur district. The period of study is from January 2024 to June 2024.

### **1.8 LIMITATION OF STUDY**

- Convenient sampling was adopted under the study
- Data collection is done in limited area.
- Non availability of confidential data.

### **1.9 CHAPTER SCHEME**

Chapter 1 – Introduction

Chapter 2 – Review of literature

Chapter 3- Theoretical framework

Chapter 4 – Data analysis and interpretation

Chapter 5 – Finding, suggestions, Conclusion

## REVIEW OF LITERATURE

**Wei Su , Juhee Hahn (2023):**This study explores how OCB among employees in the construction industry contributes to cost-saving, efficiency, and environmentally friendly practices. It examines enhancing OCB through employees' psychological factors and corporate social responsibility (CSR). Based on 336 valid questionnaires from 56 teams, the findings reveal that positive psychological capital (PsyCap) positively predicts OCB. Additionally, PsyCap correlates positively with employees' prosocial motivation, which modifies PsyCap and OCB's connection to some extent. Furthermore, OCB and prosocial motivation have a link that is moderated by CSR, as does the Interconnection between prosocial motivation and PsyCap . These findings provide management insights for promoting OCB in the construction sector by supporting theories such as self-determination and conservation of resources

**Mateusz Paliga, Barbara Kozusznik, Anita Pollak, Elzbieta Sanecka (2022):**The study aimed to explore how psychological capital (PsyCap) and influence regulation relate to job satisfaction and performance at both individual and team levels. Conducted among 34 teams in Poland, findings revealed that individual PsyCap positively correlated with job satisfaction, creative performance, and in-role performance. However, influence regulation showed no relationship with job satisfaction or performance. These results underscore PsyCap's importance in predicting positive work outcomes and introduce influence regulation as a construct worth further investigation. Managerial implications are also discussed.

**Arpita Shukla, Dr. Javed Alam (2022):** The study investigates the psychological capital impact on happiness of employee and job performance, with mediating factors including job happiness, job security, competency, commitment, and passion. Recommendations include resource conservation and understanding psychological capital to elevate job performance. Satisfied employees contribute significantly to organizational growth, emphasizing the importance of strategies to promote employee satisfaction for achieving high performance and growth.



**Saeed T. Alshahrani, Kamran Iqbal (2021):**The study explores the mediating role of psychological well-being between psychological capital and organizational citizenship behavior among employees in higher education institutes in Pakistan. Data was collected from 199 employees. Method used is survey. Results show that psychological well-being serve as an intermediary between psychological capital and organizational citizenship behavior, with implications for both theory and practice in the workplace.

**Fabiola Rodrigues Matos, Alexsandro Luiz De Andrade (2021):**This study aimed to develop and validate a Psychological Capital Scale for students (PsyCap-S) in Brazil, as there was a lack of such an instrument. Two studies involving 697 students each were conducted, predominantly female intending to pursue undergraduate studies. Results confirmed the validity and reliability of the scale's four dimension: resilience, hope, self-efficacy, and optimism. The study discusses theoretical and practical implications of the instrument's use, including intervention strategies in educational context.

**Ali Saleh Alshebami (2021):**in this study examines how psychological capital alter employees' innovative behaviour in Saudi Arabia's SME sector, with employees' job satisfaction and innovative intention as mediators. Data from 204 respondents across various enterprises were analyzed using partial least squares–based structural equation modelling. Results point out that psychological capital positively affects job satisfaction, innovative behaviour, and innovative intention. Job satisfaction partially meditates the relationship between psychological capital and innovative behaviour, but there is no direct link between innovative intention and behaviour. These findings underscore the importance of developing psychological capital among employees to enhance innovative behaviour and overall output.

**Trung Thanh NGO (2021):**Business leaders aim to enhance their organizations' competitive edge by improving employees' job performance. The study in Vietnam explores the connections between psychological capital, job satisfaction, and job performance. Using a mixed research approach, data was gathered from 848

participants through face-to-face and email surveys. Results indicate positive relationship between psychological capital, job performance job satisfaction, with job satisfaction mediating the impact of psychological capital on performance. The study offers recommendations to help managers enhance employees' job performance.

**Subramaniam Sri Ramalu, Nadira Janadari (2020):**This paper investigates the impact of authentic leadership on ocb in a sample of 396 frontline employees across six public sector organizations in Sri Lanka. Results suggest that psychological capital serves as a partial mediator in the connection between authentic leadership and OCB, underscoring the significance of both direct and indirect pathways. The findings underscore the significance of authentic leadership in fostering psychological capital and OCB, offering insights for leadership development programs in the public sector of Sri Lanka.

**Shingirayi F. Chamisa, Temba Q. Mjoli, Tatenda S. Mhlanga (2020):** The research investigates the link between psychological capital and organizational citizenship behavior among nurses in South African public hospitals, aiming to address the deteriorating quality of healthcare services. Conducted in the Eastern Cape Province, the quantitative cross-sectional study with 228 nurses reveals a significant positive relationship between PsyCap and ocb. The findings underscore the importance of nurturing nurses capable of displaying such behavior, aligning with the Social Exchange Theory's reciprocity aspect and the Job Demands-Resources Model's role of job resources in mitigating job demands.

**Winnie Sepeng, Marius W. Stander, Leoni van der Vaart, Lynelle Coxen (2020):**This study focused on exploring how authentic leadership (AL) influences organizational citizenship behaviour (OCB) and intention to leave through the mediating role of psychological capital (PsyCap) among public healthcare employees who located in South Africa. It aimed to demonstrate the effectiveness of AL in achieving positive outcomes in the healthcare sector. Using a quantitative, non-experimental, cross-sectional survey with 633 participants, the study found that

employees' perceptions of authentic leadership positively impact OCB and reduce intention to leave through PsyCap. The findings suggest the importance of implementing leadership development programs and enhancing employees' PsyCap in organizations. This research contributes to understanding the influence of AL on employee behaviour and the role of PsyCap in these dynamics

**Udin UDIN, Ahyar YUNIAWAN (2020):**This study examines the Big Five personality traits and psychological capital in predicting task performance and OCB in Indonesia's electrical industry. Data from 246 employees across four major cities in Indonesia were analyzed using partial least square structural equation modelling.. Results show significant relationship between psychological capital, Big Five personality traits, OCB, and task performance and their relation. However, contrary to expectations, OCB does not significantly relate to task performance. The study suggests interventions targeting psychological capital and Big five traits aimed at improving employee performance should specifically focus on promoting OCB. Practical implications include implementing training programs that foster mutual help and open communication strategies between managers and employees to encourage extra-role behaviours.

**Yunus Sinan Biricik (2020):**This study examines the relationship between psychological capital, job performance, and job satisfaction among academic staff in sports education. Data from 122 sports science academicians in Turkey were analyzed using various statistical methods. Results reveal a high positive correlation between the psychological capital dimensions of psychological hope, and self-efficacy, resilience and job satisfaction, as well as a strong positive correlation between psychological capital dimensions and job performance.

**Ha Minh NGUYEN , Trung Thanh NGO (2020):** This study in Vietnam investigates the relationships between employees' psychological capital, organizational commitment, and job performance. Psychological capital and organizational commitment are treated as second-order constructs, with psychological capital comprising four components and organizational commitment

comprising three. Data from 848 employees across Vietnam were collected via face-to-face and email surveys. Results indicate positive relationships between psychological capital and job performance, organizational commitment and job performance, and psychological capital and organizational commitment. Organizational commitment also mediates the positive relationship between psychological capital and employee performance.

**Xiayu Chen, Shaobo Wei, Robert M. Davison, Ronald E. Rice (2020):** This paper explores how different aspects of enterprise social media (ESM) impact employees' social connections and job performance. A survey of 251 ESM users in China was conducted. Findings suggest that certain ESM features are linked to stronger social ties among employees, which in turn affect their job performance. Specifically, instrumental ties are more closely associated with in-role job performance, while expressive ties have a stronger impact on innovative job performance.

**Jen Ling Gan, Halimah M. Yusof (2018):** This review explores how organizational effectiveness is pursued through methods such as organizational citizenship behaviour (OCB), influenced by psychological capital (PsyCap). Emotional aspects often neglected in research despite their impact on behaviour. Effective event theory underscores the significance of emotions in shaping behaviour. Enhancing PsyCap is crucial for HR management, with findings suggesting an inconsistent link between PsyCap and OCB, prompting further longitudinal studies for validation and trend analysis.

**Manish Gupta , Musarrat Shaheen, Prathap K. Reddy (2017):** This paper explores the relationship between psychological capital (PsyCap), work engagement (WE), and organizational citizenship behaviour (OCB) among employees in diverse service sector industries in India. It finds that WE mediates the relationship between PsyCap and OCB, and perceived organizational support (POS) moderates the link between WE and OCB facets. The study suggests that high POS can negatively affect the WE-OCB relationship. Organizations are encouraged to enhance

employee engagement levels to foster a vibrant work environment. This research sheds light on the role of POS in the PsyCap-WE-OCB dynamics.

**Fred Luthans, Carolyn M. Youssef-Morgan (2017):** in this study says about Psychological Capital (PsyCap), rooted in positive psychology and positive organizational behavior, comprises four primary psychological resources: hope, efficacy, resilience, and optimism, collectively termed the HERO within. These resources are distinguished by their theoretical and research-based foundations, measurability, state-like nature, and significant impact on attitudes, behaviors, performance, and well-being. The literature on PsyCap explores its definitions, measurement tools, theoretical mechanisms, antecedents, and outcomes, emphasizing its scientific rigor and practical relevance. Additionally, the practical implications of PsyCap, such as its development, the role of positive leadership, and innovative applications like gamification, are highlighted. Overall, PsyCap's evidence-based framework underscores its importance in enhancing organizational and individual outcomes.

**Rabindra Kumar Pradhan, Lalatendu Kesari Jena and Pratishtha Bhattacharya (2016):**This study aims to investigate the relationship between organizational citizenship behaviour and psychological capital , as well as the moderating role of emotional intelligence (EI) in this relationship. Conducted among 212 employed professionals in Indian manufacturing and service industries, the findings reveal a positive association between PsyCap and OCB. Moreover, EI was found to moderate the relationship between psycap . The study emphasizes the importance of considering both PsyCap and EI in fostering OCB among employees and suggests avenues for future research.

**Omar Durrah, Adnan Al-Tobasi, Ashraf A'aqoulah Moinuddin Ahmad (2016):**This study explores faculty members' perception of (PsyCap), measures job performance levels, and assesses the impact of PsyCap on job performance. Data from 110 faculty members across eight faculties at Philadelphia University, Jordan, were collected via structured questionnaires. Multiple regression analysis reveals

high awareness of PsyCap among faculty members and high job performance levels across dimensions. Specifically, the hope dimension significantly affects all job performance dimensions, while self-efficacy affects behavioural performance, and resilience affects overall job performance. However, optimism does not significantly influence any job performance dimension.

**Supapan Saithong-in ,Phaprukbaramee Ussahawanitchakit (2016):**This study explores the impact of psychological capital on job performance, mediated by job enthusiasm, commitment, and competency among 102 Certified Public Accountants (CPAs) in Thailand. Data collected via mailed surveys were analyzed using ordinary least square regression. Results indicate that one dimension of psychological capital positively influences job performance, along with job enthusiasm and competency. The study also discusses theoretical and managerial implications, conclusions, and suggestions for further research.

**U. W. M. R. Sampath Kappagoda, Hohd Zainul Fithri Othman, Gamini De Alwis (2014):** study in Sri Lanka's banking sector examined the links between Psychological Capital (PsyCap), work attitudes, and job performance. The sample included 176 managers and 357 non-managerial employees who completed a questionnaire. Analysis revealed positive relationships: PsyCap correlated positively with both job performance and work attitudes acted as a mediator between psychological capital and job performance.

**Steven M. Norman, James B. Avey, James L. Ninnicht, and Nancy Graber Pigeon (2010):**In our study of 199 working adults from various US organizations, we explored how positive psychological capital (PsyCap) and organizational identity influence employee behaviour. We found that organizational identity moderates the relationship between PsyCap and both employee deviance and organizational citizenship behaviour. Specifically, employees with greater PsyCap and strong organizational identification were more likely to exhibit organizational citizenship behaviour and less likely to engage in deviant behaviour. These findings

have important implications for research and practice in PsyCap and employee organizational identification.

**Philip M. Podsakoff, Scott B. MacKenzie, Robert H. Moorman, Richard Fetter (1990):** This paper examines the impact of transformational leader behaviours on organizational citizenship behaviours (OCB), mediated by subordinates' trust and satisfaction. Data from exempt workers of a petrochemical company were analyzed, focusing on six transformational leader behaviours and one transactional leader behaviour. Results suggest that transformational leader behaviours indirectly influence citizenship behaviours through followers' faith in their leaders. These findings have implications for upcoming research on leadership, trust, and OCB.

**C. Ann Smith, Dennis W. Organ, Janet P (1983):** A study involving 422 employees and their supervisors from two banks aimed to explore the nature and predictors of citizenship behaviour, which is essential in organizations but not easily explained by traditional incentives. Results revealed two dimensions of citizenship behaviour: Altruism, involving helping specific individuals, and Generalized Compliance is a less personal type of responsible behavior. Job satisfaction predicted Altruism directly, but not Generalized Compliance. However, coming from a rural background influenced both. The impact of other factors, like leader support and personality traits, differed for each type of citizenship behavior.

## **THEORETICAL FRAMEWORK**

Psychological capital defined by Fred Lathan's ,“an individual's positive psychological state of development”. Psychological capital is a set of resources that individuals can utilize to enhance their job performance and success. The resources including self-efficacy, optimism, hope, and resilience. These resources play a significant role in promoting well-being and achieving goals, both in professional and personal contexts.

### **Elements**

- **Optimism:**

This is having a positive outlook and expecting favourable outcomes in different situations. It's about seeing the glass as half full and believing that things will work out for the best.

- **Self-efficacy:**

Self-efficacy is belief in one's own abilities to successfully accomplish tasks and goals. It's about having confidence in your skills and knowing that you can overcome challenges.

- **Hope:**

Hope is the belief that things can get better and that you have the power to make positive changes in your life. It's about having goals, pathways to achieve them, and the motivation to pursue them.

- **Resilience:**

Resilience is the ability to bounce back from adversity and cope with challenges. It's about being able to adapt, recover, and grow stronger in the face of setbacks or difficult circumstances.



## **Benefits of cultivating Psychological Capital**

- **Greater Job Satisfaction:**

High Psychological Capital leads to increased job satisfaction, creating a more engaged in workforce.

- **Lower Stress Levels:**

Psychological Capital help in reduced stress, promoting better mental health and overall well-being among employees.

- **Positive Impact on Performance:**

Employees with substantial PsyCap typically demonstrate better performance., emphasizing its importance for organizational success.

- **Enhanced Well-Being:**

Individuals with strong Psychological Capital experience improved overall well-being, enhancing their quality of life.

- **Resilience:**

Psychological Capital fosters resilience, enabling individuals to effectively overcome challenges, risks, and failures.

- **Improved Work-Life Balance:**

High Psychological Capital equips employees to manage work-life balance issues, leading to a healthier lifestyle.

- **Innovative Performance:**

Psychological Capital have an effective impact on innovative job performance, fostering creativity and innovation at work.

- **Development and Training:**

Development of psychological capital by using training and coaching, offering opportunities for personal and organizational growth.

## **How to Increase Psychological Capital among organization:**

- **Training Initiatives:**

Introduce training programs aimed at boosting Psychological Capital elements such as self-efficacy, hope, optimism, resilience among staff, ultimately enhancing their performance and well-being.

- **Positive Cultural Environment:**

Cultivate a workplace culture that fosters positivity and supportiveness, thus nurturing Psychological Capital among employees and creating an optimistic atmosphere conducive to success.

- **Supervisory support:**

Ensure supervisors offer adequate support and guidance to their teams, as this can significantly influence employees psychological capital and overall effectiveness of workers

- **Work-Life Balance:**

Address issues related to work-life balance to promote Psychological Capital among employees, enabling them to achieve better well-being and performance outcomes.

- **Promote Personal Growth:**

Encourage employees to enhance their Psychological Capital through avenues like coaching, training, and personal development initiatives, fostering resilience and optimizing performance levels.

## **Challenges in psychological capital (PsyCap)**

- **Measurement and Assessment:**

Hard to measure because it's based on personal feelings. Difficult to accurately measure each part (hope, confidence, resilience, optimism).

- **Development and Training:**

People start at different levels and respond differently to training. Hard to keep improvements going over time.

- **Application in the Workplace:**

Different cultures value and show these traits differently. Difficult to fit PsyCap programs into existing company practices.

- **Research and Theory Development:**

The concept of PsyCap is still changing and being debated. More long-term studies are needed to understand its effects better.

- **Psychological and Ethical Considerations:**

Emphasizing these traits can stress people out or lead to burnout. Collecting data on psychological states raises privacy concerns.

### **Organization citizenship behaviour**

Organization citizenship behaviour (OCB) refers to discretionary actions that employees take, which go beyond their formal job responsibilities. These behaviours are voluntary and contribute to the effective functioning of the organization. OCB is not explicitly rewarded or required, but it contribute to the overall functioning and success of the organization. . Examples of OCB include helping co-workers, participating in voluntary activities, and providing suggestions for improvement. OCB is essential for building a positive work environment and enhancing organizational effectiveness. Employees who engage in OCB often experience higher job satisfaction, better work relationships, and increased job performance.

### **Types**

- **Altruism:**

Involves helping behaviour where employees voluntarily assist their colleagues or the organization without expecting anything in return.

- **Courtesy:**

Refers to respectful and considerate actions towards others in the workplace, such as politeness and showing appreciation.

- **Sportsmanship:**

Involves maintaining a positive attitude, cooperating with team members, and accepting work-related challenges with a constructive approach.

- **Conscientiousness:**

Demonstrates behaviours like punctuality, reliability, and dedication to work responsibilities beyond what is required.

- **Civic Virtue:**

Involves active participation in organizational activities, showing a sense of responsibility towards the Organizational prosperity and success.

These types of OCB Encourage a positive corporate climate, enhance teamwork, and improve overall organizational effectiveness by fostering a supportive and cooperative environment among employees

### **Benefits**

- **Enhanced Productivity:**

Employees participating in OCB tend to work more effectively, resulting in higher productivity and improved job performance.

- **Boosted Employee Retention:**

Companies promoting and appreciating OCB are more likely to keep their employees, as they feel valued and committed to the organization.

- **Increased Job Satisfaction:**

Involvement in OCB leads to greater satisfaction among employees, who view their task as meaningful and beneficial to the organization's success.

- **Positive Organizational Culture:**

Organizations fostering OCB culture typically have a supportive and positive environment, increasing employee engagement and motivation.

- **Promoted Innovation:**

OCB-engaged employees are often more open to taking risks and exploring new ideas, fostering innovation and creativity within the company.

- **Enhanced Reputation:**

Companies recognized for endorsing and valuing OCB can build a favourable reputation, attracting both talented individuals and customers to their organization.

### **How Organizations can encourage employees to engage in organizational citizenship behaviour (OCB)**

- **Recognition and Rewards:**

Acknowledging and rewarding employees who exhibit OCB can serve as a powerful motivator for others to follow suit. This recognition may include awards, public praise, or other incentives to reinforce desired behaviours.

- **Training and Development:**

Providing training sessions that highlight the relevance of OCB, its positive impacts on organizational success, and how employees can actively engage in such behaviour can raise awareness and encourage participation.

- **Leadership Support:**

Leaders play an essential role in promoting OCB by demonstrating it through their own actions, communicating its value to the establishment, and creating a supportive environment that encourages employees to engage in these behaviours. Leadership support sets the tone and encourages employees to align their actions with organizational goals.

### **Demerits**

1. **Role Overload and Stress**

- **Increased Workload:**

Employees who frequently engage in OCB may take on more tasks than they can manage, leading to role overload and increased stress.

- Burnout:

Continuous engagement in OCB, especially without adequate recognition or support, can contribute to employee burnout.

## **2. Work-Life Balance Issues**

- Spillover Effects:

Excessive OCB can encroach on personal time, disrupting work-life balance and leading to potential dissatisfaction outside of work.

- Neglect of Personal Responsibilities:

Employees might neglect their personal responsibilities due to the additional voluntary tasks they take on at work.

## **3. Inequity and Resentment**

- Perceived Inequity:

If OCB is not evenly distributed among employees, those who engage in it might feel unfairly burdened, On the other hand, individuals who do not might be seen as not contributing enough, leading to resentment.

- Jealousy and Tension:

High levels of OCB by some employees can Dcreate jealousy and tension among colleagues who might feel overshadowed or unfairly compared.

## **4. Impact on Core Job Performance**

- Neglect of Primary Duties:

Excessive focus on OCB can detract from the time and energy available for core job responsibilities, potentially leading to a decline in task performance.

- Role Confusion:

Employees might become confused about their primary roles and responsibilities if they frequently engage in tasks outside their formal job description.

## **5. Organizational Issues**

- Exploitation Risk:

Organizations might exploit workers who demonstrate high levels of OCB, expecting them to continue taking on extra tasks without additional compensation or recognition.

- Unclear Expectations:

Overemphasis on OCB can blur the boundaries of job roles, leading to unclear expectations and potentially unfair performance evaluations.

## **6. Dependence and Sustainability**

- Overdependence on OCB:

Organizations may become overly reliant on employees' OCB to maintain operations, which is not sustainable in the long run.

- Inconsistency:

OCB is discretionary and can be inconsistent. Relying on it can lead to variability in organizational performance.

## **7. Social and Political Dynamics**

- Office Politics:

OCB can sometimes be motivated by personal agendas rather than genuine organizational commitment, leading to office politics and manipulation.

- Peer Pressure:

Employees may feel pressured to engage in OCB to fit in or be viewed favorably, rather than out of genuine willingness, leading to stress and dissatisfaction.

### **What strategies can be implemented to prevent OCB exploitation?**

- Recognize and Reward :

Establish programs to formally recognize and reward employees who exhibit OCB. This can include awards, public acknowledgment, and bonuses.

- Balanced Workload Distribution:

Monitor and manage workloads to ensure that employees who engage in OCB are not overburdened. Adjust responsibilities to prevent burnout.

- Encourage Delegation and Teamwork:

Promote a culture of teamwork where OCB tasks can be shared among team members rather than falling on a few individuals.

- Encourage Boundaries:

Encourage employees to set boundaries and prioritize their well-being. Ensure they have the right to say no to additional tasks when necessary.

- Flexible Work Arrangements:

Provide flexible work arrangements to help employees balance their work and personal life, reducing the risk of burnout from excessive OCB.

- Transparent Communication:

Foster open and transparent communication about workload expectations and the importance of balance. Ensure employees feel comfortable discussing their capacity.



- Supportive Leadership:

Train managers and leaders to recognize signs of burnout and stress. Encourage them to support employees in managing their workloads and recognizing their limits.

- Defined Roles and Responsibilities:

Clearly define job roles and responsibilities to prevent role confusion. Ensure that OCB is recognized as discretionary and not an expectation.

- Set Realistic Goals:

Set realistic and achievable goals for employees to ensure that core job responsibilities are prioritized and OCB is truly voluntary.

- Stress Management Programs:

Offer training and resources for stress management, resilience building, and effective time management to help employees cope with additional tasks.

- Professional Development Opportunities:

Provide opportunities for professional growth that include training on balancing core responsibilities with discretionary behaviors.

- Regular Check-ins:

Conduct regular check-ins and surveys to assess employee well-being, workload, and the outcome of OCB. Use this feedback to make necessary adjustments.

- Equal Opportunities:

Ensure all employees have equal opportunities to engage in OCB and be recognized for it. Avoid favoritism and ensure fair treatment.

## **Job performance**

Job performance refers to an individual's behaviours that contribute to the overall success of an organization. It can be categorized into two main aspects: task performance and contextual performance. Task performance involves fulfilling core job responsibilities and achieving specific work outcomes with quality and quantity. Contextual performance goes beyond expectations, where employees contribute to enhancing the organization's well-being, such as by improving its culture and climate. Job performance refers to how well an individual executes their tasks and responsibilities within a specific role or position within an organization. It encompasses various factors such as productivity, quality of work, efficiency, meeting deadlines, and contributing to the overall goals and objectives of the organization. Effective job performance is crucial for an organization's success as it directly impacts productivity, customer satisfaction, and overall performance outcomes.

## **Benefits**

- **Provide Clarity :**

Clear expectations, goals, and deliverables provided through job performance enhance understanding among employees, reducing conflicts and increasing efficiency and performance quality.

- **Efficiency Enhancement:**

Performance management tools capture employee details like salaries, targets, and goals, aiding organizations in consistently selecting suitable candidates for roles and promotions, thus improving efficiency.

- **Job Satisfaction Promotion:**

Enhanced clarity leads to self-assessment opportunities and agency in career paths, fostering job satisfaction as employees understand their roles better and can improve performance accordingly.

- **Motivation Increase:**

Timely feedback, reviews, and career discussions within performance management systems boost employee motivation by providing insight into strengths and weaknesses.

- **Attrition Rate Reduction:**

Identifying and highlighting star performers improve a culture of excellence, motivating employees to excel and reducing attrition rates.

- **Employee Engagement Boost:**

Performance management fosters a productive environment, leading to highly engaged employees who contribute effectively to organizational goals.

- **Morale Boost:**

Recognizing and promoting the right employees boosts morale and productivity throughout the organization.

- **Workforce Planning Improvement:**

Identifying training needs, managing workloads, and delegating tasks effectively through performance management aids in better workforce planning.

### **What are some common challenges that affect job performance?**

#### **Workload and Time Management:**

Excessive workload and poor time management can lead to stress, burnout, and decreased productivity.

- **Lack of Resources:**

Insufficient tools, technology, or support can hinder an employee's ability to perform effectively.

- **Work Environment:**

Poor working conditions, including noise, lack of privacy, or uncomfortable office space, can distract and reduce efficiency.

- **Communication Issues:**

Miscommunication or lack of clear instructions can lead to misunderstandings and errors.

- **Skill Gaps:**

Employees lacking the necessary skills or training may struggle to meet job expectations.

- **Personal Issues:**

Personal problems, such as health issues or family responsibilities, can impact concentration and performance.

- **Workplace Culture:**

A negative or toxic work culture can lead to low team spirit and motivation.

- **Management and Leadership:**

Poor management practices, lack of support, or micromanagement can demotivate employees.

- **Unclear Goals and Expectations:**

Without clear objectives and performance metrics, employees may feel directionless and unmotivated.

- **Job Fit:**

If an employee's role does not align with their strengths or interests, it can lead to dissatisfaction and poor performance.

## **How can improve job performance**

Improving job performance can be achieved through various strategies. And they are

- **Set Clear Goals and Expectations:**

Ensure employees have well-defined objectives and understand what is expected of them. This provides direction and motivation.

- **Provide Necessary Resources:**

Equip employees with the tools, technology, and support they need to perform their tasks efficiently.

- **Offer Training and Development:**

Invest in training programs to help employees enhance their talents and stay updated with industry trends.

- **Improve Communication:**

Foster open and effective communication within the team. Encourage feedback and ensure instructions are clear.

- **Enhance Work Environment:**

Create a comfortable, organized, and positive work environment. This includes ergonomic furniture, good lighting, and a clean workspace.

- **Encourage Work-Life Balance:**

Promote policies that encourage work-life balance, such as flexible working hours or remote work options.

- **Provide Regular Feedback:**

Give constructive feedback regularly. Recognize and reward good performance, and offer guidance for improvement when needed.

- **Implement Time Management Techniques:**

Encourage employees to use time management strategies, such as prioritizing tasks, setting deadlines, and breaking work into manageable chunks.

- **Foster a Positive Workplace Culture:**

Create a supportive and inclusive work environment that values teamwork, respect, and recognition.

- **Lead by Example:**

Managers and leaders should demonstrate the behavior and work ethic they want to see in their employee

- **Encourage Collaboration:**

Promote teamwork and collaboration to leverage diverse skills and ideas, improving overall performance.

- **Address Personal Issues:**

Be understanding of employees' personal challenges and offer support when possible, such as flexible scheduling or employee assistance programs.

### **Influence of psychology capital on OCB:**

Employees with higher levels of Psychological capital are more likely to engage in organizational citizenship behaviours. For example, individuals with a strong sense of hope and optimism may be more willing to go above and beyond their job duties to help colleagues or contribute to team projects. Similarly, employees with high self-efficacy

may feel more confident in their abilities to make positive contributions beyond what is required of them.

### **Influence of psychology capital on job performance**

Psychological capital positively influences job performance. Employees with high level of psychological capital demonstrate better job performance. Due to their motivation, resilience, and belief in their abilities to effectively carry out their tasks. A positive mind-set help to increased motivation, engagement, commitment, higher quality work, increased productivity and this lead to better job performance.

### **Influence of organization citizenship behaviour on job performance**

Research suggests that engaging in OCB positively link in job performance. For example, helping co-workers can enhance teamwork and collaboration, leading to higher productivity and quality of work. Similarly, participating in organizational initiatives can increase employee morale, loyalty, and commitment, resulting in improved job performance.

In overall, psychological capital serves as a valuable resource in the workplace. By fostering these resources like optimism, resilience, self-efficacy, and hope, organizations can create a positive work environment and employees feel more empowered to achieve their full potential. Its not only helps to improved job satisfaction and productivity but also fosters organizational success and sustainability.

## **DATA ANALYSIS AND INTERPRETATION**

The study titled “Influence of Psychological Capital on Organizational Citizenship Behavior and Job Performance” was conducted among employees of Manapuram Finance in the Thrissur district. A sample of 100 employees was analyzed using various statistical tools to explore the relationship between psychological capital, organizational citizenship behavior, and job performance. The analysis employed a one-sample t-test, independent samples t-test, and linear regression to evaluate the data. The following sections provide a detailed interpretation of the results, highlighting the impact of psychological capital on the employees’ organizational behavior and job performance.



**Table 4.1**

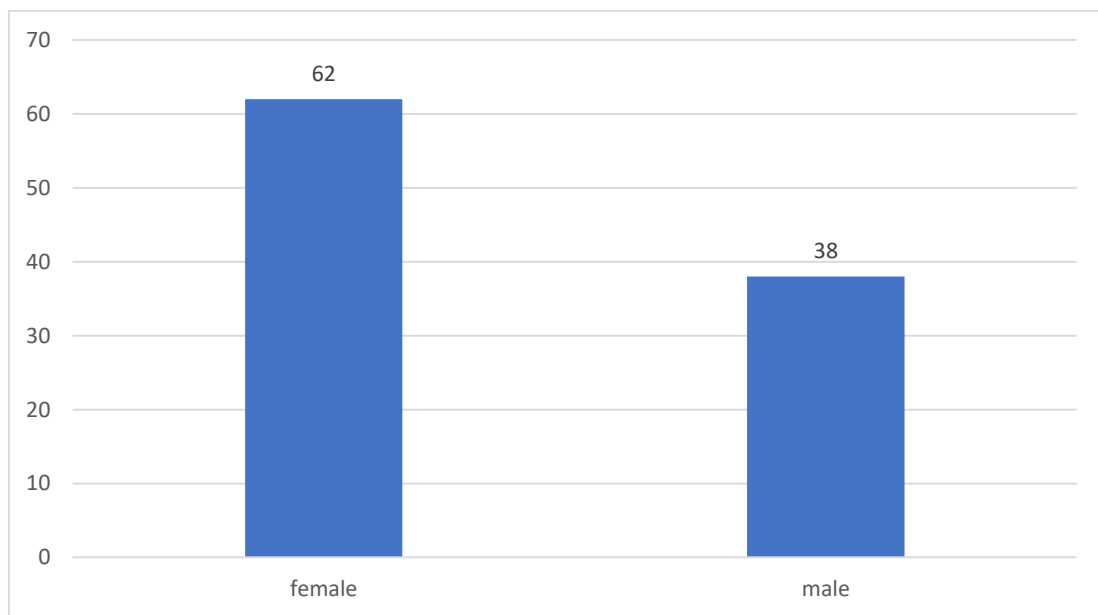
**Gender wise classification of the respondents.**

<b>Gender</b>	<b>No. of response</b>	<b>Percentage of response (%)</b>
Male	38	38
Female	62	62
<b>Total</b>	<b>100</b>	<b>100</b>

Source: primary data

**Graph 4.1**

**Gender-wise classification of the respondents.**



**Interpretation:-**

Table 4.1 shows that out of 100 respondents 62% of the respondents are female and rest of 38% respondents are male.

**Table 4.2**

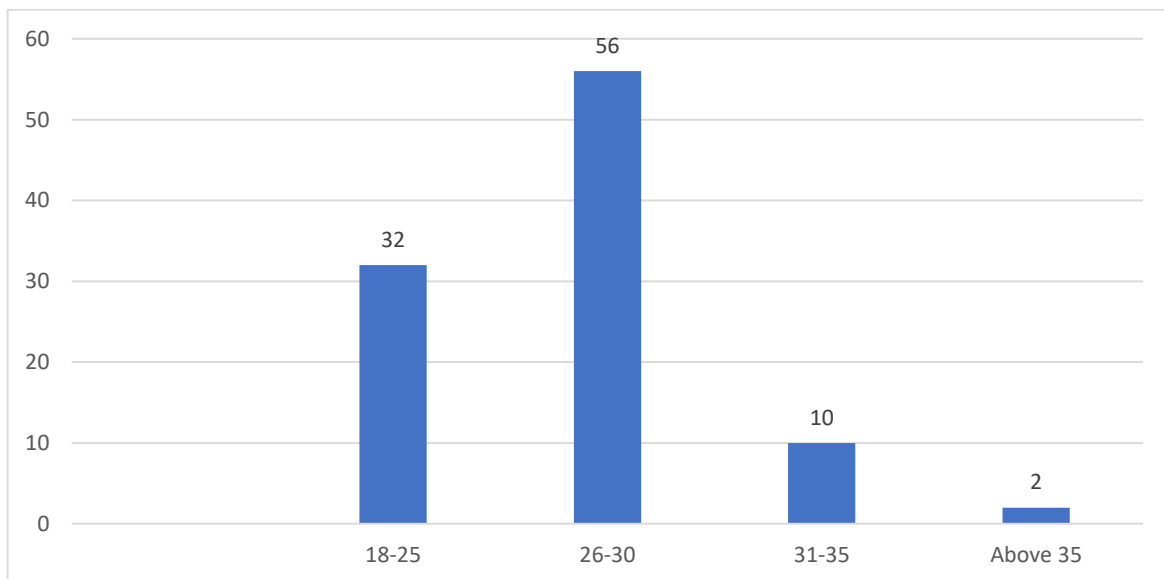
**Age-wise classification of the respondents.**

Age	No. of response	Percentage of response (%)
18-25	32	32
26-30	56	56
31-35	10	10
Above 35	2	2
<b>Total</b>	<b>100</b>	<b>100</b>

Source: primary data

**Graph 4.2**

**Age-wise classification of the respondents.**



**Interpretation:-**

The table 4.2 reveals that out of the 100 respondents 32% of respondents comes under the age group of 18-25, 56% of respondents belongs to 26-30 category, 10% of them are 31-35 and rest 2% of respondents represent age group above 35.

**Table 4.3**

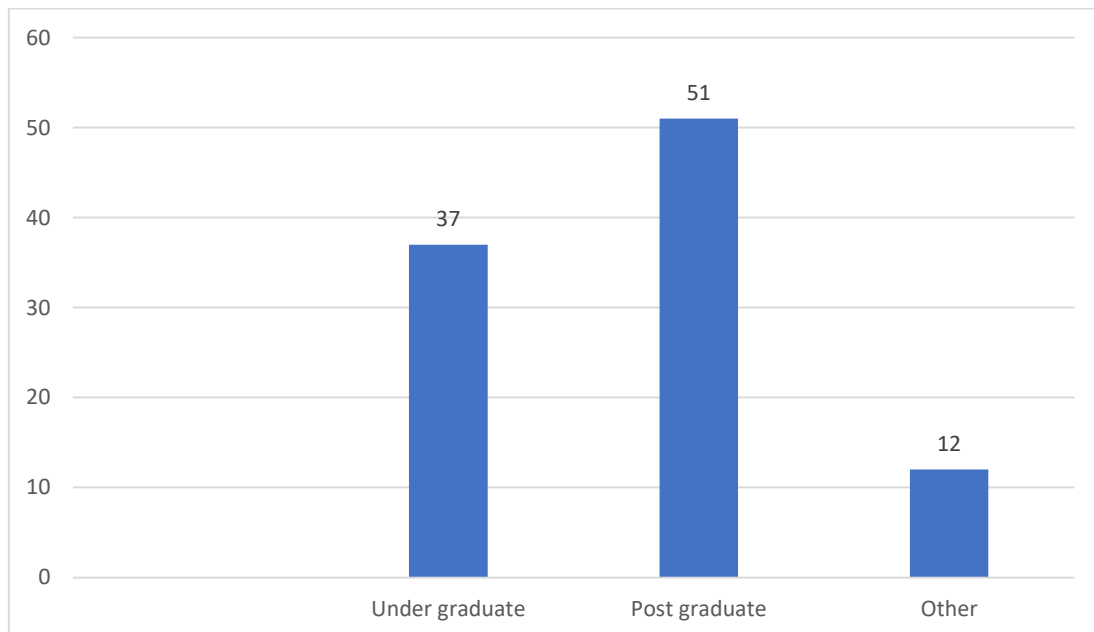
**Education wise classification of the respondents.**

<b>Education</b>	<b>No. of response</b>	<b>Percentage of response (%)</b>
Under graduate	37	37
Post graduate	51	51
Other	12	12
<b>Total</b>	<b>100</b>	<b>100</b>

Source: primary data

**Graph 4.3**

**Education wise classification of the respondents.**



**Interpretation:-**

Table 4.3 reveals that 37% of respondents are from under graduate, 51% are from post graduate and rest of 12% are from others.

**Table 4.4**

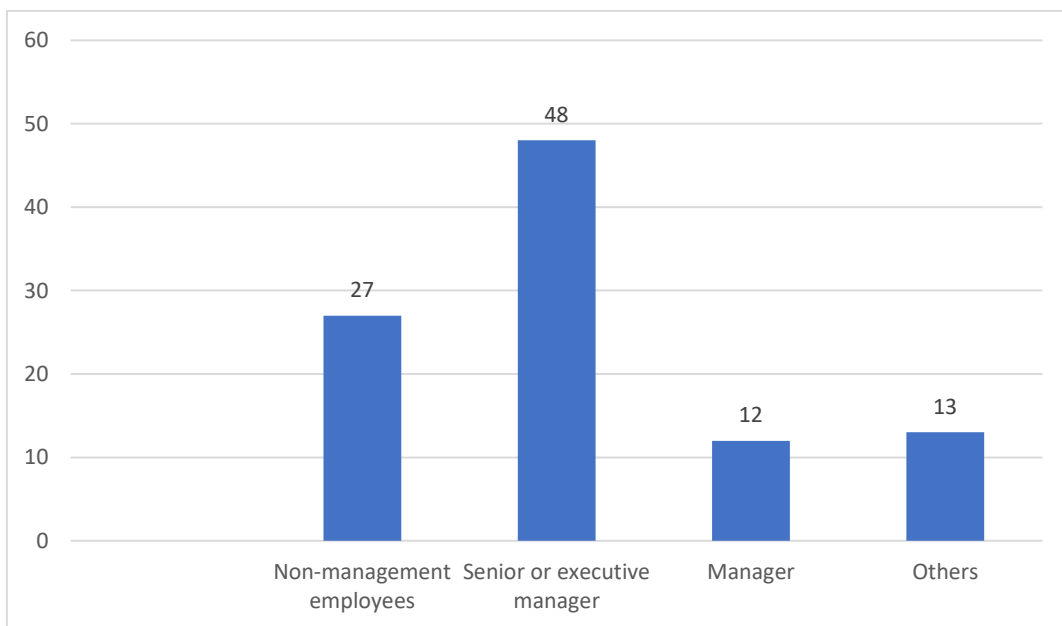
**Designation wise classification of the respondents.**

<b>Designation</b>	<b>No. of response</b>	<b>Percentage of response (%)</b>
Non-management employees	27	27
Senior or executive manager	48	48
Manager	12	12
Others	13	13
<b>Total</b>	<b>100</b>	<b>100</b>

Source: primary data

**Graph 4.4**

**Designation wise classification of the respondents.**



**Interpretation:-**Table 4.4 shows that 27% of the respondents comes under the Non-management employees, followed by 48% respondents under Senior or executive manager, 12% respondents under manager and the 13% respondents under others

**Table 4.5**

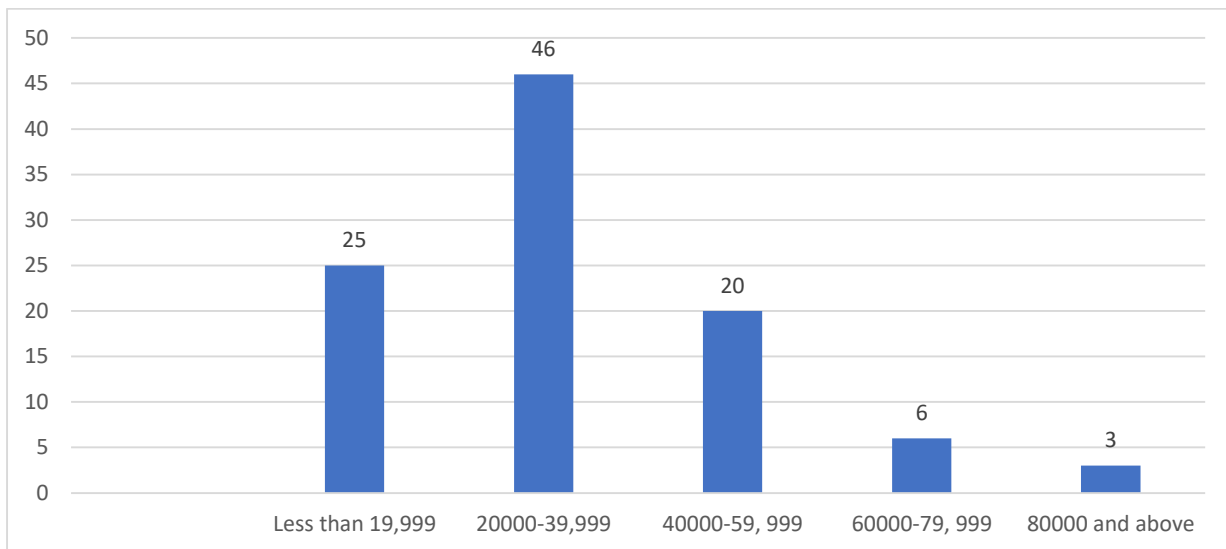
**Monthly income wise classification of the respondents.**

<b>Monthly income (in rupees)</b>	<b>No. of response</b>	<b>Percentage of response (%)</b>
Less than 19,999	25	25
20000-39,999	46	46
40000-59, 999	20	20
60000-79, 999	6	6
80000 and above	3	3
<b>Total</b>	<b>100</b>	<b>100</b>

Source: primary data

**Graph 4.5**

**Monthly income wise classification of respondents.**



**Interpretation:-**Table 4.5 shows that 25% of the respondents comes under the income level less than 19999, followed by 46% respondents under the income level 20000-39999, 20% respondents under 40000-59999 income level and the 6% respondents under the below 60000-79999 income level rest of 3% comes under 80000 and above.

**Table 4.6**

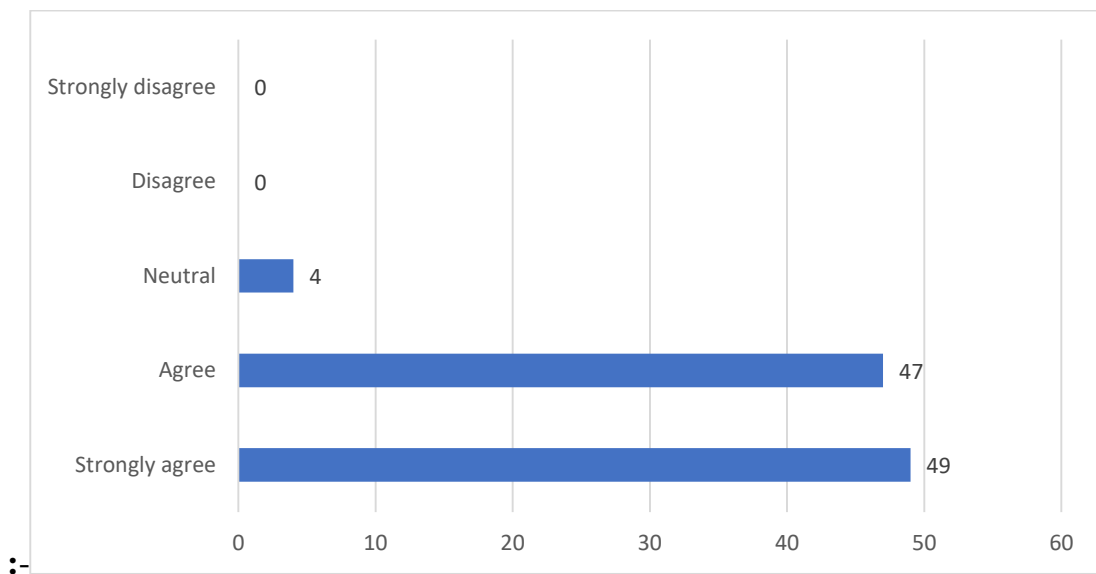
**Complete duties specified in job description**

Attributes	No. of response	Percentage of response (%)
Strongly agree	49	49
Agree	47	47
Neutral	4	4
Disagree	–	–
Strongly disagree	–	–
Total	100	100

Source: primary data

**Graph 4.6**

**Complete duties specified in job description**



**Interpretation**

Table 4.6 shows that 49% respondents are strongly agree with the statement, 47% respondents are agreeing with this and 4% are disagree with the statement.

**Table 4.7**

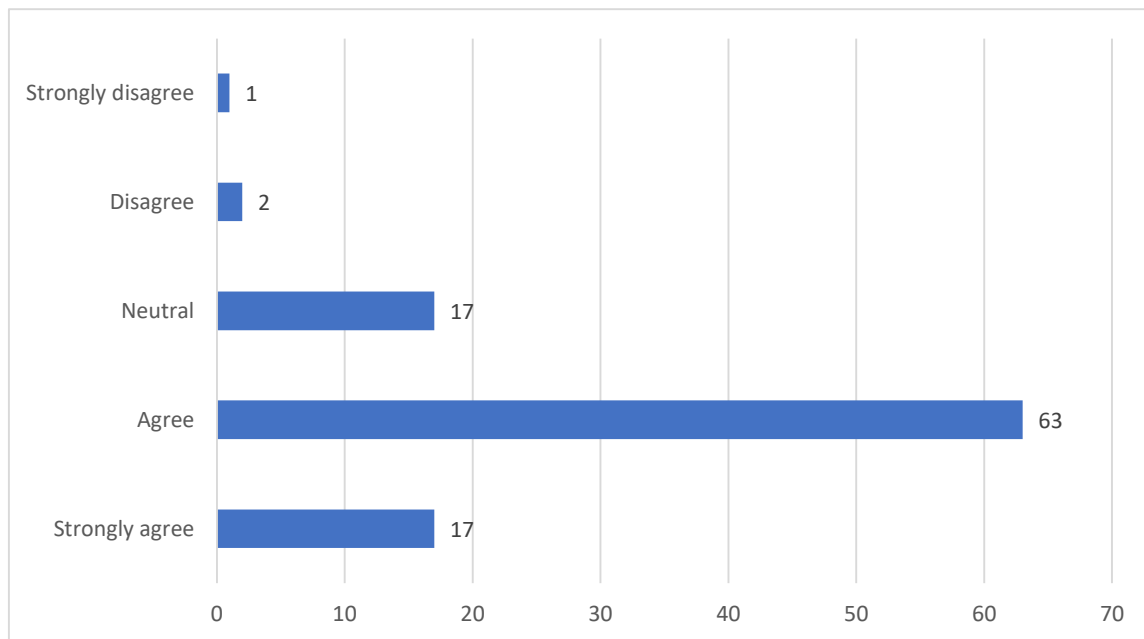
**Meet all formal performance requirements of my job**

Attributes	No. of response	Percentage of response (%)
Strongly agree	17	17
Agree	63	63
Neutral	17	17
Disagree	2	2
Strongly disagree	1	1
Total	100	100

Source: primary data

**Graph 4.7**

**Meet all formal performance requirements of my job**



**Interpretation:-** Table 4.7 shows that 63% of respondents agree with the statement, 17% are strongly agreeing and neutral with this option ,2% disagree and only 1% strongly disagree with the statement.

**Table 4.8**

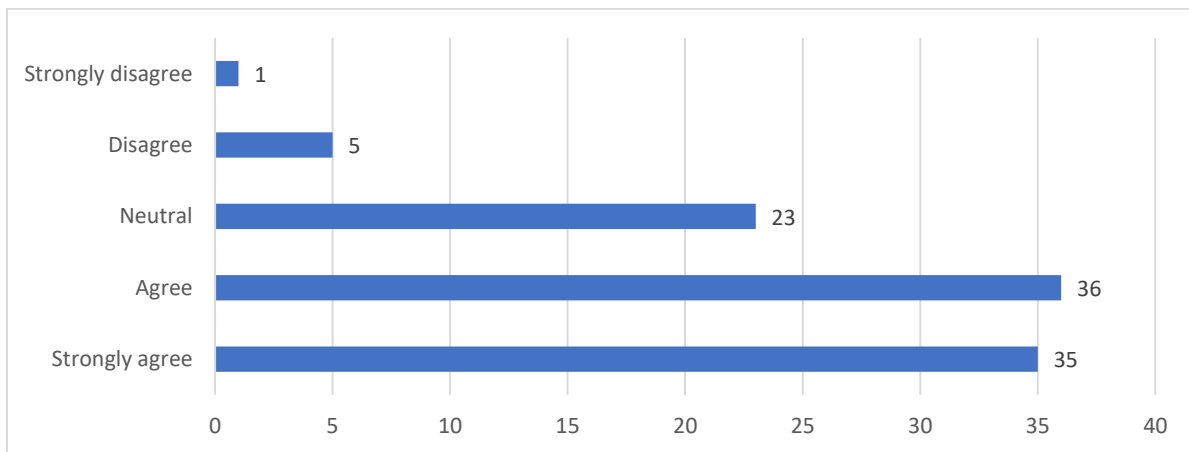
**Fulfill all responsibilities required by job**

Attributes	No. of response	Percentage of response (%)
Strongly agree	35	35
Agree	36	36
Neutral	23	23
Disagree	5	5
Strongly disagree	1	1
Total	100	100

Source: primary data

**Graph 4.8**

**Fulfill all responsibilities required by job**



**Interpretation:-** Table 4.8 shows that 36% respondents are agree with the statement, 35% respondents are strongly agreeing with this, 23% respondents are neutral, 5% are disagree with this and 1% are strongly disagree with the statement.



**Table 4.9**

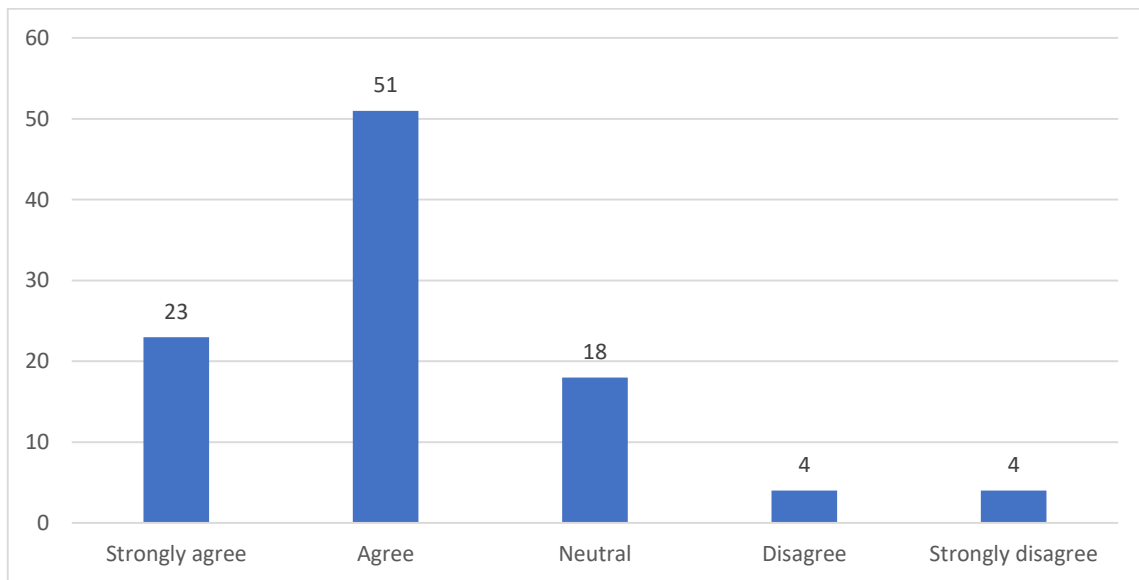
**Never neglect that obligated to perform**

Attributes	No. of response	Percentage of response (%)
Strongly agree	23	23
Agree	51	51
Neutral	18	18
Disagree	4	4
Strongly disagree	4	4
Total	100	100

Source: primary data

**Graph 4.9**

**Never neglect that obligated to perform**



Interpretation :-The table 4.9 shows that 51% respondents are agree with the statement, 23% respondents are strongly agreeing with this, 18% respondents are neutral, 4% of respondent are comes under disagree and strongly disagree.

**Table 4.10**

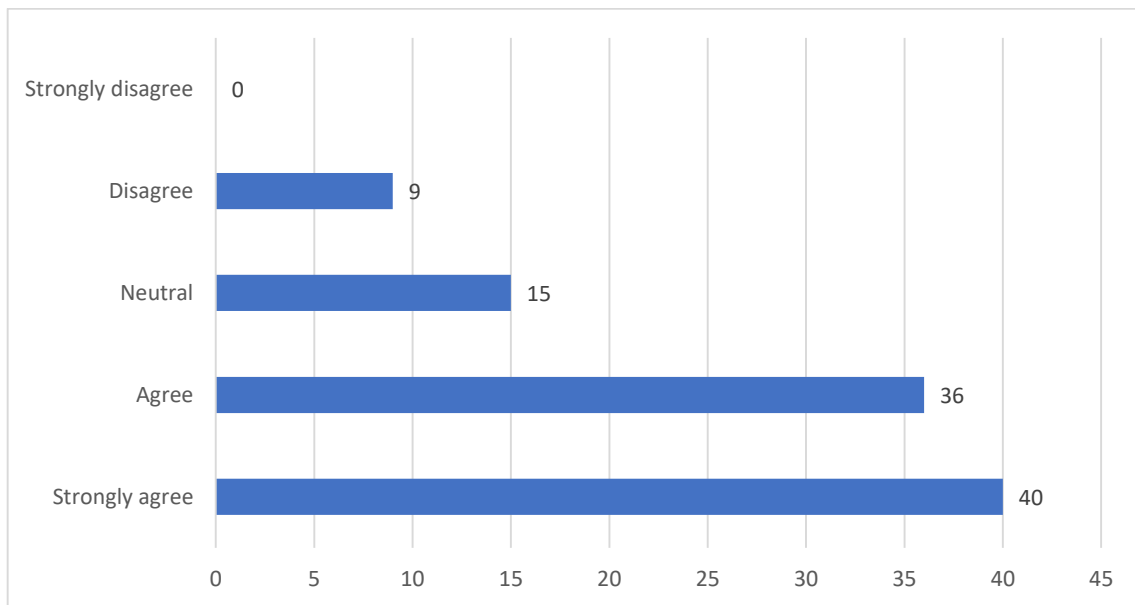
**Perform essential duties**

Attributes	No. of response	Percentage of response (%)
Strongly agree	40	40
Agree	36	36
Neutral	15	15
Disagree	9	9
Strongly disagree	-	-
Total	100	100

Source: primary data

**Graph 4.10**

**Perform essential duties**



**Interpretation:** The table 4.10 shows that 40% respondents are strongly agree with the statement, 36% respondents are agreeing with this, 15% respondents are neutral and 9% are disagree with the statement.

**Table 4.11**

**Job Performance**

One Sample T-Test

---

		<b>Statistic</b>	<b>df</b>	<b>p</b>
Job Performance	Student's t	17.6	99.0	< .001

---

Note.  $H_a \mu \neq 3$

Descriptives

---

	<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>S D</b>	<b>SE</b>
Job Performance	100	4.06	4.10	0.600	0.0600

---

The One Sample T-Test conducted on job performance yielded a significant result ( $t(99) =$  hypothesized population mean of 3). The Descriptive section indicates that the sample mean job performance score is 4.06, with a median of 4.10, a standard deviation of 0.600, and a standard error of 0.0600, based on data from 100 observations. This suggests that, on average, job performance scores in the sample are notably higher than the hypothesized population mean, providing evidence for potentially elevated performance levels within the studied group.

H1: Job Performance capital is not equal to the average of (3)

**Table 4.12 Psychological Capital**

One Sample T-Test

---

		<b>Statistic</b>	<b>df</b>	<b>p</b>
Psychological Capital	Student's t	14.1	99.0	< .001

---

Note.  $H_a \mu \neq 3$

Descriptives

---

	<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>SE</b>
Psychological Capital	100	3.88	3.92	0.623	0.0623

---

The One Sample T-Test conducted on psychological capital revealed a statistically significant result ( $t(99) = 14.1, p < .001$ ), indicating that the mean psychological capital significantly differs from the hypothesized population mean of 3. The Descriptive section shows that the sample mean psychological capital score is 3.88, with a median of 3.92, a standard deviation of 0.623, and a standard error of 0.0623, based on data from 100 observations. This suggests that, on average, the level of psychological capital within the sample is notably higher than the hypothesized population mean, reflecting potentially elevated levels of psychological resources among the studied group

H2: Psychological capital is not equal to the average of (3)

**Table 4.13**

**Organization Citizenship Behavior**

One Sample T-Test

		<b>Statistic</b>	<b>df</b>	<b>p</b>
Organization Citizenship Behavior	Student's t	15.9	99.0	< .001

Descriptive

		<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>SE</b>
Organization Behavior	Citizenship	100	3.80	3.88	0.501	0.0501

The One Sample T-Test conducted on Organizational Citizenship Behavior (OCB) resulted in a statistically significant outcome ( $t(99) = 15.9, p < .001$ ), indicating a significant difference between the mean OCB score and the hypothesized population mean of 3. The Descriptive section reveals that the sample mean OCB score is 3.80, with a median of 3.88, a standard deviation of 0.501, and a standard error of 0.0501, based on data from 100 observations. This suggests that, on average, the level of OCB within the sample is significantly higher than the hypothesized population mean,

implying a propensity for employees to engage in behaviors that contribute positively to the organization beyond their formal job requirements.

H3: Organization citizenship behaviour is not equal to average

**Table 4.14**

**Relationship between psychological capital and organization citizenship behavior**

Model Fit Measures

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Overall Model Test			
				F	df1	df2	p
1	0.244	0.0596	0.0500	6.21	1	98	0.014

Model Coefficients - Organization Citizenship Behavior

Predictor	Estimate	SE	t	p
Intercept	3.037	0.3093	9.82	< .001
Psychological Capital	0.196	0.0788	2.49	0.014

The regression analysis conducted revealed several key insights regarding the relationship between psychological capital and organizational citizenship behavior (OCB). The model's fit measures indicated a statistically significant relationship, with a weak positive correlation ( $R = 0.244$ ) observed between psychological capital and OCB. Approximately 5.96% of the variance in OCB could be explained by psychological capital, as indicated by the coefficient of determination ( $R^2 = 0.0596$ ). After adjusting for the number of predictors, the model's adjusted  $R^2$  was 0.0500,

suggesting a modest fit. The overall model was statistically significant ( $F = 6.21$ ,  $p = 0.014$ ), indicating that the predictors collectively contributed to the prediction of OCB. Specifically, the analysis of model coefficients revealed that psychological capital had a significant positive effect on OCB ( $\beta = 0.196$ ,  $p = 0.014$ ), indicating that higher levels of psychological capital were associated with increased OCB. These findings underscore the importance of psychological capital in fostering desirable organizational behaviors, albeit with a relatively small effect size

H4: Psychological capital as impact on organization citizenship behaviour

**Table 4.15**

**Relationship between organization citizenship behaviour and job performance**

Model Fit Measures

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Overall Model Test			
				F	df1	df2	p
1	0.235	0.0551	0.0454	5.71	1	98	0.019

Model Coefficients - Job Performance

Predictor	Estimate	SE	t	p
Intercept	2.991	0.450	6.64	< .001
Organization Citizenship Behavior	0.281	0.118	2.39	0.019

The regression analysis conducted to examine the relationship between organization citizenship behavior (OCB) and job performance yielded insightful findings. The model's fit measures indicated a statistically significant relationship, with a positive correlation observed between OCB and job performance. Specifically, the correlation coefficient (R) was 0.235, suggesting a moderate positive relationship. The coefficient of determination ( $R^2 = 0.0551$ ) indicated that approximately 5.51% of the variance in job performance could be explained by OCB, while the adjusted  $R^2$  (0.0454) accounted for the number of predictors in the model, suggesting a reasonable fit. The overall model was statistically significant ( $F = 5.71, p = 0.019$ ), indicating that the predictors collectively contributed to the prediction of job performance. Upon examining the model coefficients, it was found that OCB had a significant positive effect on job performance ( $\beta = 0.281, p = 0.019$ ), indicating that higher levels of OCB were associated with improved job performance. These findings underscore the importance of improving organizational citizenship behaviors to enhance overall job performance within the workplace

H5: organization citizenship behaviour as impact on job performance .

**Table 4.16**

**Level of psychological capital between male and female participant**

Independent Samples T-Test

		<b>Statistic</b>	<b>df</b>	<b>p</b>
Psychological Capital	Student's t	-2.51	98.0	0.014

Note.  $H_a \mu_{\text{Female}} \neq \mu_{\text{Male}}$



### Group Descriptive

	<b>Group</b>	<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>SE</b>
Psychological Capital	Female	62	3.76	3.83	0.596	0.0757
	Male	38	4.07	4.17	0.624	0.101

An independent samples t-test was conducted to compare the levels of psychological capital between male and female participants. The results revealed a statistically significant difference between the two groups ( $t(98) = -2.51, p = 0.014$ ), suggesting there is a difference in psychological capital between males and females. Specifically, female participants ( $N = 62, M = 3.76, SD = 0.596$ ) had lower mean levels of psychological capital compared to male participants ( $N = 38, M = 4.07, SD = 0.624$ ). The effect size was moderate, indicating a meaningful difference between the groups. This finding highlights potential gender differences in psychological capital and underscores the importance of considering gender dynamics in interventions aimed at enhancing psychological capital in the workplace.

H6: There is difference between male and female in psychological capital.

**Table 4.17**

**Level of job performance between male and female participant**

### Independent Samples T-Test

		<b>Statistic</b>	<b>df</b>	<b>p</b>
Job Performance	Student's t	-2.71 <sup>a</sup>	97.0	0.008

Note.  $H_a \mu_{\text{Female}} \neq \mu_{\text{Male}}$

<sup>a</sup> Levine's test is significant ( $p < .05$ ), suggesting a violation of the assumption of equal variances

### Group Descriptive

	<b>Group</b>	<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>SE</b>
Job Performance	Female	61	3.93	4.00	0.670	0.0858
	Male	38	4.26	4.40	0.408	0.0662

An independent samples t-test was conducted to compare the levels of job performance between male and female participants. The results shows significant difference between the two groups ( $t(97.0) = -2.71, p = 0.008$ ), indicating that there is a difference in job performance between males and females. However, it's important to note that Levene's test for equality of variances was significant ( $p < 0.05$ ), suggesting a violation of the assumption of equal variances. In such cases, adjustments to the degrees of freedom are made, hence the notation "df = 97.0" instead of a whole number. Female participants ( $N = 61, M = 3.93, SD = 0.670$ ) exhibited lower mean levels of job performance compared to male participants ( $N = 38, M = 4.26, SD = 0.408$ ). This finding underscores the potential impact of gender on job performance outcomes and highlights the importance of considering gender dynamics in workplace performance evaluations and interventions.

H7: There is difference between male and female in job performance.

**Table 4.18**

**Level of organization citizenship behaviour between male and female participant**

Independent Samples T-Test

		<b>Statistic</b>	<b>df</b>	<b>p</b>
Organization Citizenship Behavior	Student's t	0.570	98.0	0.570

Note.  $H_a \mu_{\text{Female}} \neq \mu_{\text{Male}}$

Group Descriptive

		<b>Group</b>	<b>N</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>SE</b>
Organization Citizenship Behavior	Female		62	3.82	3.88	0.465	0.0591
	Male		38	3.76	3.88	0.559	0.0906

An independent samples t-test was conducted to compare the levels of organization citizenship behavior (OCB) between male and female participants. The results showed no statistically significant difference between the two groups ( $t(98.0) = 0.570$ ,  $p =$

0.570), suggesting that there is no significant difference in OCB between males and females

Descriptive statistics revealed that female participants ( $N = 62$ ,  $M = 3.82$ ,  $SD = 0.465$ ) had a slightly higher mean level of OCB compared to male participants ( $N = 38$ ,  $M = 3.76$ ,  $SD = 0.559$ ), although this difference was not statistically significant.

This finding suggests that gender may not play a significant role in predicting organization citizenship behavior in this sample. However, further investigation into other potential factors influencing OCB may be warranted.

H8: There is difference between male and female in organization citizenship behavior.

## **FINDINGS**

- 62% of the respondents are female and rest of 38% are male. This indicates a higher representation of females compared to males in the study.
- A major part of the response comes under the age group of 26-30 years (56%).
- The sample demonstrates a diverse educational background, with 51% reporting postgraduate education, 37% undergraduate, and 12% other educational statuses. This diversity enriches the dataset and enhances the comprehensiveness of the study's findings.
- Senior or executive managerial roles dominate the dataset at 48%, followed by non-management positions at 27%. Managerial roles and other positions have smaller representation at 13% each.

- 46% of respondents are under the income level 20000-39999, 25% respondents under less than 19999, 6% are comes under 60000-79999 , and the last 3% under the income level above 80000.
- In job performance, 49% of respondents strongly agree with the statement “complete the duties specified in my job description”  
63% of respondents agree with the statement “always meet all the formal performance requirements of my job”  
36% of respondents agreed with the statement “fulfill responsibilities required by my job”  
51% of respondents agree with the statement “never neglect aspects of the job what I am obligated to perform”  
40% of respondents are strongly agreed with the statement “ perform essential duties”
- The analysis of job performance suggests that, on average, participants rated noticeably higher than the hypothesized population mean, indicating potentially elevated performance levels within the studied group.
- Participants exhibit a significantly higher level of psychological capital than the hypothesized population mean, indicating elevated levels of psychological resources such as resilience, optimism, hope, and self-efficacy among the studied group.
- The analysis reveals a significantly higher level of OCB within the sample compared to the hypothesized population mean, indicating a propensity for employees to engage in behaviors that positively contribute to the organization beyond their formal job requirements.
- There is a statistically significant positive relationship between psychological capital and OCB, suggesting that higher levels of psychological capital are associated with increased OCB.
- OCB significantly predicts job performance, with higher levels of OCB associated with improved job performance.

- While there are significant differences in psychological capital between males and females, no significant differences are found in job performance and OCB between genders.

## **SUGGESTION**

- Since participants exhibit elevated levels of job performance and psychological capital, consider refining performance evaluation processes to recognize and reward high performers effectively. This could involve implementing 360-degree feedback mechanisms, regular performance reviews, and incentives for exceptional performance.
- With participants showing elevated levels of psychological capital, prioritize initiatives aimed at promoting psychological well-being in the workplace. This could include mental health awareness campaigns, stress management workshops, and resources for building resilience and coping skills.

- Given the propensity for employees to engage in behaviours that contribute positively to the organization, foster a culture that values and recognizes such behaviours. This could involve acknowledging and rewarding acts of teamwork, innovation, and going above and beyond job responsibilities.
- As there are significant relationships observed between psychological capital, OCB, and job performance, consider conducting further research to explore these dynamics in greater depth.

## **CONCLUSION**

This project has shed light on the crucial role of psychological capital in shaping organizational citizenship behavior (OCB) and job performance among Manapuram employees. Through an analysis of various factors such as gender distribution, age representation, educational background, occupational positions, and monthly income distribution, we've gained valuable insights into the workforce dynamics within the organization. The findings underscore the significance of psychological resources such as resilience, hope, self-efficacy, optimism in fostering a positive work environment and enhancing employee engagement. Importantly, the study reveals a strong positive relationship between psychological capital, OCB, and job performance, emphasizing

the importance of nurturing these attributes within the workforce. Moving forward, the suggestions provided offer actionable strategies for promoting gender diversity, targeted training and development, career advancement opportunities, financial wellness, performance evaluation enhancements, and the promotion of psychological well-being. By implementing these recommendations, organizations can harness the power of psychological capital to build inclusive, supportive, and high-performing workplace culture, ultimately driving sustainable organizational growth and success.



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