

**SUMMER INTERNSHIP PROJECT REPORT**

**On**

**"Psychological Capital's Impact on Organizational  
Citizenship Behaviour"**

**at**

**"Shreeshivendra Infrastructure Pvt. Ltd., Pune"**

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## **Declaration**

I Chaudhari Aasawari Ashok, of MBA II year, Roll No. 2302022 hereby declare that the 'Project work titled Psychological Capital's Impact on Organizational Citizenship Behaviour' which has been submitted to the Savitribai Phule Pune University (SPPU) is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

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# Executive Summary

This research project explores the impact of psychological capital on Organizational Citizenship Behaviour (OCB) within corporate environments. As organizations increasingly recognize the importance of employee well-being and engagement, understanding how psychological capital—comprising hope, resilience, optimism, and efficacy—affects OCB is crucial for fostering a collaborative and productive workplace.

## **Objectives:**

1. To Investigate the Relationship Between Psychological Capital and Organizational Citizenship Behaviour
2. The research aimed to identify existing gaps in knowledge about these dynamics and provide actionable insights for organizational improvement.
3. To Measure the Practical Implications of PsyCap on Organizational Success
4. To Explore the Developmental Potential of PsyCap in Employees

## **Methodology:**

To achieve these objectives, a quantitative survey was conducted among employees in Shreshivendra Infrastructure Pvt. Ltd. The survey included a 12-item and 8-item scale of statements related to OCB and PsyCaps respectively, which participants rated on a 5-point Likert scale. A total of 50 respondents participated, providing a diverse range of perspectives on their behaviours and attitudes toward their colleagues and the organization.

## **Key Findings:**

1. Strong Supportive culture,
2. Proactive Conflict Management,
3. Ethical Commitment,
4. Mixed- engagement with non-mandatory activities,
5. Awareness Gaps.

**Significance:**

The findings underscore the critical role that psychological capital plays in enhancing OCB among employees. By fostering an environment that nurtures hope, resilience, optimism, and efficacy, organizations can improve employee engagement and collaboration. The research provides valuable main sights for management seeking to cultivate a more positive workplace culture that contributes to overall organizational success.

**Limitations:**

While the study offers important insights, it is essential to acknowledge its limitations. The relatively small sample size may affect the generalizability of the findings across different industries or cultural contexts. Additionally, reliance on self-reported data could introduce biases that may influence the accuracy of responses.

**Conclusion & recommendation:**

In conclusion, this research project highlights the importance of psychological capital in promoting Organizational Citizenship Behaviour within corporate settings. To leverage these findings, it is recommended that organizations implement training programs focused on emotional intelligence and conflict resolution, enhance communication strategies regarding organizational changes, and establish recognition programs for ethical behaviour. By addressing these areas, organizations can create a more engaged workforce that positively impacts overall performance and morale.

This executive summary serves as a standalone overview of the research project, providing key insights into the relationship between psychological capital and OCB while outlining practical recommendations for organizational improvement.

# **Introduction**

## **1. Background & Present Scenario**

Psychological capital (PsyCap) is a construct emerging from the intersection of positive psychology and organizational behaviour, encompassing self-efficacy, hope, optimism, and resilience. These components collectively represent an individual's positive psychological state and potential for growth and performance in a work context. The significance of PsyCap in enhancing employee performance, job satisfaction, and overall organizational effectiveness has been widely acknowledged, making it a pivotal area of study for organizational researchers and practitioners.

In today's competitive and dynamic business environment, organizations strive to leverage psychological resources to maintain a productive and engaged workforce. Existing literature highlights the beneficial effects of PsyCap on various organizational outcomes. For instance, employees with high levels of PsyCap exhibit greater job satisfaction, commitment, and performance. Moreover, PsyCap has been linked to Organizational Citizenship Behaviours (OCBs)—discretionary behaviours that are beneficial to the organization and are not explicitly recognized by the formal reward system. OCBs, such as helping colleagues, being flexible, and taking initiative, contribute significantly to organizational effectiveness and a positive work environment.

Despite the growing interest in PsyCap, several research gaps remain. There is limited understanding of the mechanisms through which PsyCap influences organizational behaviour and the contextual factors that may moderate this relationship. Furthermore, the impact of PsyCap on specific outcomes like OCB needs more detailed exploration. This study seeks to address these gaps by exploring the impact of PsyCap on organizational behaviour, focusing on specific pathways and contextual variables.

## **2. Need for Study**

The primary research question guiding this study is: "How does psychological capital impact organizational behaviour, and what are the mechanisms and contextual factors involved?" This question is vital as it addresses the need to understand the underlying processes through which PsyCap influences employee attitudes and behaviours, particularly focusing on Organizational Citizenship Behaviours (OCBs).

OCBs are crucial for organizational success as they enhance team performance, improve efficiency, and foster a supportive work environment. However, the specific ways in which PsyCap fosters OCBs remain under-researched. By uncovering these mechanisms, organizations can develop targeted interventions to enhance PsyCap and, consequently, improve organizational outcomes, including OCBs.

The importance of this research lies in its potential to contribute to both theory and practice. From a theoretical perspective, this study aims to advance our understanding of PsyCap by identifying the specific pathways through which it affects organizational behaviour and OCBs. Practically, the findings can inform organizational strategies to foster a positive psychological environment, ultimately leading to improved employee well-being and performance.

## **3. Scope and Limitations**

- **Scope of the study**

1. Examine the psychology of employees
2. Analyze PsyCap's influence on employee attitudes and behaviour
3. Specifically focusing on the outcomes of Organizational Citizenship Behaviour (OCB)
4. Assess how PsyCap influences voluntary, extra-role behaviours that benefit the organization.
5. Explore specific types of OCBs such as helping colleagues, being flexible, and taking initiative.
6. Conducting the study within various industries' corporate environments to understand the practical implications of PsyCap in the real-world organizational context.

- **Limitation of the study**

1. The study has an interdependent structure which limits factors of outcomes between psychological capital (PsyCap) and organizational behaviour.
2. Much reliance on self-evaluated data, may bring in biases which could affect the accuracy of the findings.
3. The findings may not be generalizable to all organizational contexts due to the focus on a specific industry or sector. Results may vary across different industries, organizational cultures, and geographic locations.
4. The study focuses on specific dimensions of PsyCap and key organizational outcomes.
5. The primary reliance on quantitative research methods may limit the depth of understanding of the complexity of relationships between PsyCap and organizational behaviour.
6. The sample size and diversity may affect the findings. A small or homogenous sample may not capture the variability in PsyCap and organizational behaviour across different populations.
7. Uncontrolled external influences, such as organizational policies, leadership styles, and market conditions, may impact the study's findings and are not accounted for in the analysis.

## **4. Theoretical Framework or Conceptual Framework**

### **4.1 Organizational Behaviour**

Organizational behaviour (OB) is a field that explores the ways individuals and groups act within organizations. It seeks to understand and predict behaviour in a professional setting to improve organizational effectiveness and employee well-being. The primary areas of focus in OB are individual behaviour, group dynamics, organizational structure, culture, and change management.



## **Individual Behaviour**

Understanding individual behaviour is fundamental to OB. This area examines personality traits, motivations, and perceptions that affect how people perform their jobs. Theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory provide insights into what drives employees and how job satisfaction can be enhanced. Maslow's theory suggests that individuals are motivated by a progression of needs, from basic physiological requirements to self-actualization. Herzberg's theory distinguishes between hygiene factors that can cause dissatisfaction and motivators that enhance job satisfaction. By understanding these factors, managers can better address employee needs and foster a more productive work environment.

## **Group Dynamics**

Groups are integral to any organization, and their dynamics significantly influence overall performance. Group behaviour includes understanding roles, norms, communication patterns, and decision-making processes within teams. Effective group management can lead to enhanced creativity, better problem-solving, and increased productivity. Tuckman's stages of group development—forming, storming, norming, performing, and adjourning—provide a framework for understanding how groups evolve. Recognizing these stages helps managers guide teams through development, ensuring they function cohesively and effectively.

## **Organizational Structure**

The structure of an organization defines how tasks are allocated, who reports to whom, and the formal communication channels. Common structures include hierarchical, flat, matrix, and networked organizations, each with its own set of advantages and challenges. A well-designed organizational structure aligns with the company's strategy and facilitates efficient decision-making and resource allocation. For instance, a hierarchical structure may benefit a large corporation with clear lines of authority, whereas a flat structure might be ideal for a startup that values agility and quick communication.

## **Organizational Culture**

Culture represents the shared values, beliefs, and norms that shape the behaviour of individuals within an organization. It is the social glue that binds the organization together and can significantly impact employee morale and performance. A strong, positive culture can lead to increased loyalty, engagement, and productivity. Conversely, a toxic culture can result in high turnover rates and low morale. Edgar Schein's model of organizational culture, which includes artefacts, supported values, and basic underlying assumptions, provides a comprehensive framework for analyzing and understanding organizational culture.

## **Change Management**

In the dynamic business environment, organizations must continually adapt to survive and thrive. Change management is the process of guiding an organization through transformations in strategy, structure, processes, or culture. Effective change management involves preparing, supporting, and helping individuals and teams to successfully adopt change. Lewin's Change Management Model, which includes unfreezing, changing, and refreezing stages, is a widely used approach to facilitate smooth transitions. This model helps organizations prepare for change, implement it effectively, and ensure that new practices are maintained over time.

## **4.2 Organizational Citizenship Behaviour (OCB)**

Organizational behaviour is a vital field of study that provides valuable insights into how individuals and groups function within professional settings. The ultimate goal of OB is to enhance organizational performance while ensuring the well-being and satisfaction of employees. As organizations continue to evolve, the principles of organizational behaviour will remain crucial in navigating the complexities of the modern workplace. A key aspect of OB is Organizational Citizenship Behaviour (OCB), where employees voluntarily exceed formal job duties, enhancing overall performance.

Understanding OB principles helps managers foster OCB, leading to a more effective and harmonious workplace.

Organizational citizenship behaviour has been studied since the late 1970s. Organ expanded upon Katz's (1964) original work. Organ (1977) expanded the concept of job performance by distinguishing between quantitative and qualitative outcomes. He also reevaluated the relationship between job performance and job satisfaction, incorporating behaviours that positively impact the social, psychological, and organizational context of work.

The first empirical study examining the relationship between job satisfaction and qualitative performance, conceptualized by Organ (1977), eventually led to the term OCB. A subsequent scale to measure OCB included compliance and helping as subscales, which was later on termed as OCB in published studies (Bateman and Organ, 1983).

### **Meaning of OCB**

During the stay of an employee in the organization, there are certain behaviours which are expected from him and are abiding by the rules and regulations of the organization. In today's competitive business environment, employees must navigate through challenges and rapid changes defining them as well as their work from past to future growth. This evolving nature of the workplace compels employees to exceed their formal job duties and engage in behaviours that support their organizations' success, employees at times exhibit certain behaviours that go beyond the call of duty. Such behaviour is called Organizational Citizenship Behaviour (OCB). OCB is also known as extra-role behaviour. It is the behaviour over and above the normal course of duty and beyond the arena of legislation/ rules/ regulations.

### **Definitions**

Organ defined OCB as “discretionary individual behaviour, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the

specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable".

However, Organ defined OCB as "performance that supports the social and psychological environment in which task performance takes place".

### **4.3 Theory of OCB**

Much research on OCB reveals that such behaviours significantly enhance both organizational and individual performance. There is a consensus that OCB encompasses the subtle, yet crucial, actions within organizations. Employees often possess valuable opinions, information, and ideas to improve their work and workplace. They may either voice these insights or remain silent, which can have varying consequences depending on the perceived motives behind their silence.

Organizational Citizenship Behaviour (OCB) has a very important role and positively impacts the development of a company or organization carried out by employees. If a company or organization has employees who have organizational citizenship behaviour (OCB) it will be able to support individual performance and the development of the company or organization. Organizational citizenship behaviour (OCB) is an action carried out voluntarily by an individual even though the action is not part of his duties as a member of a company or organization. However, with the initiative to contribute best to the organization or company. Organizational citizenship behaviour (OCB) in a company or organization is influenced by the performance of employees who have a dynamic nature, this can be seen in the conditions that exist in an employee. Optimal performance is one of the things that an organization wants to get high productivity results. Organizational citizenship behaviour (OCB) can also help organizations improve their performance and gain a competitive advantage for employees to do work beyond the formal job requirements needed so that relationships within the organization are productive.

Organizational Citizenship Behaviour (OCB), often referred to as "good soldier syndrome" (Organ, 1988), is the behaviour exhibited by committed employees within an organization. This behaviour includes punctuality, helping others, innovating, and

volunteering, as well as refraining from undesirable actions like complaining, arguing, and finding fault with others. Although OCB is related to job performance, it is not directly linked to any formal reward system but plays a crucial role in the effective functioning of the organization.

OCB cannot be enforced; employees cannot be compelled to exhibit OCB, nor can they expect formal rewards for doing so. However, OCB is often recognized by supervisors through preferential treatment, performance ratings, and promotions. Organ's foundational work on OCB highlights that these behaviours are typically internally motivated, driven by an individual's intrinsic need for achievement, competence, belonging, or affiliation.

Organ defines OCB as “contributions to the maintenance and enhancement of the social and psychological context that supports task performance”. Based on the literature, OCB can be categorized into seven dimensions:

- 1. Helping behaviour:** Voluntarily assisting others, rooted in altruism.
- 2. Sportsmanship:** Maintaining a positive attitude and willingness to sacrifice personal interests for the organization's greater good.
- 3. Organizational loyalty:** Promoting a positive image of the organization to outsiders and demonstrating sincere loyalty.
- 4. Organizational compliance:** Adhering to company rules, regulations, and procedures, embodying the role of a good employee.
- 5. Individual initiative:** Being proactive in improving work outcomes and encouraging others to do the same.
- 6. Civic virtue:** Participating in the political aspects of the organization, engaging in policy issues, and monitoring on behalf of the community.
- 7. Self-development:** Voluntarily improving one's knowledge, skills, and abilities to enhance contributions to the organization.

### **4.3.1 Five Dimension Theory**

Organizational Citizenship Behaviour (OCB) refers to the voluntary and discretionary actions of employees that go beyond formal job requirements, positively contributing to the organization's functioning. Dennis Organ first articulated this concept in the 1980s, identifying five key dimensions: altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Each dimension is crucial in fostering a positive work environment and enhancing organizational effectiveness.

#### **1. Altruism**

Altruism involves selflessly helping colleagues without expecting anything in return. This includes assisting coworkers with tasks, providing emotional support, or mentoring new employees. Such behaviours enhance team cohesion and create a supportive workplace culture, fostering a sense of belonging and collaboration.

Examples of altruism:

- Helping a colleague overwhelmed with their workload.
- Mentoring new hires to help them acclimate.
- Volunteering to cover tasks for an absent coworker.

#### **2. Courtesy**

Courtesy is about treating coworkers with respect and consideration, maintaining positive interpersonal relationships, and preventing misunderstandings. This dimension is essential for creating a harmonious work environment, improving communication and collaboration, and enhancing workplace morale and productivity.

Examples of courtesy:

- Checking in with colleagues facing personal challenges.
- Using polite language and respectful tones in communications.
- Avoid interruptions during meetings to allow others to express their ideas.

### **3. Sportsmanship**

Sportsmanship involves maintaining a positive attitude and good-natured behaviour, especially in challenging situations. Employees who exhibit sportsmanship focus on solutions rather than problems, promoting resilience and collaboration within teams.

Examples of sportsmanship:

- Accepting failure gracefully and supporting the success of others.
- Minimizing complaints and focusing on finding solutions.
- Encouraging teammates to stay positive during challenging projects.

### **4. Civic Virtue**

Civic virtue involves active participation in organizational activities beyond one's job responsibilities. Employees demonstrating civic virtue attend meetings, provide constructive feedback, and engage in decision-making processes, fostering a sense of ownership and accountability.

Examples of civic virtue:

- Attending optional meetings to contribute ideas.
- Participating in company events or charity drives.
- Staying informed about company news and policies and sharing relevant information with colleagues.

### **5. Conscientiousness**

Conscientiousness refers to a strong sense of responsibility and dedication to organizational goals. Employees exhibiting this dimension go above and beyond in their roles, adhering to policies and striving for excellence, contributing to a culture of continuous improvement and accountability.

Examples of conscientiousness:

- Consistently following company rules and procedures.
- Completing tasks ahead of deadlines to ensure high-quality work.
- Taking the initiative to propose improvements, even outside their job description.

By understanding and encouraging these dimensions of OCB, organizations can create a more effective and harmonious workplace, leading to improved performance and employee satisfaction.

#### **4.1.1 Williams and Anderson's Two-Dimensional Construct of OCB**

Williams and Anderson's two-dimensional construct of OCB provides a useful framework for understanding how employees' voluntary and discretionary behaviours can enhance both interpersonal relationships and overall organizational performance. By distinguishing between OCB directed towards individuals (OCB-I) and OCB directed towards the organization (OCB-O), this model highlights the multifaceted nature of OCB and its critical role in fostering a supportive, effective, and high-performing work environment. Encouraging and recognizing both dimensions of OCB can lead to improved employee satisfaction and organizational success.

##### **1. OCB Directed Towards Individuals (OCB-I)**

OCB-I includes behaviours that directly help and support other employees. These actions are intended to improve the well-being and performance of colleagues and contribute to a positive and collaborative work environment. Examples of OCB-I include:

- **Altruism:** Voluntarily helping others with their work-related problems, such as assisting a colleague who is struggling with a task or mentoring new employees.
- **Courtesy:** Polite and considerate behaviours that prevent work-related conflicts and misunderstandings, such as keeping coworkers informed about important decisions and changes.

OCB-I helps to build strong interpersonal relationships within the workplace, fostering a supportive and cohesive team dynamic. This dimension of OCB can enhance team performance and create a more harmonious work environment.



## 2. OCB Directed Towards the Organization (OCB-O)

OCB-O encompasses behaviours that benefit the organization as a whole rather than specific individuals. These actions contribute to the overall functioning and success of the organization. Examples of OCB-O include:

- **Conscientiousness:** Going beyond basic job requirements and demonstrating a strong sense of responsibility and dedication to the organization. This includes adhering to company policies, maintaining high work standards, and consistently delivering quality work.
- **Sportsmanship:** Maintaining a positive attitude, even in difficult situations, and refraining from complaining about trivial issues. This behaviour helps in creating a more resilient and optimistic workplace.
- **Civic Virtue:** Active participation in the organization's governance and activities, such as attending non-mandatory meetings, staying informed about organizational matters, and contributing to the decision-making process.

OCB-O contributes to the smooth operation and long-term success of the organization by promoting behaviours that align with organizational goals and values. This dimension helps to create a culture of dedication and collective responsibility.

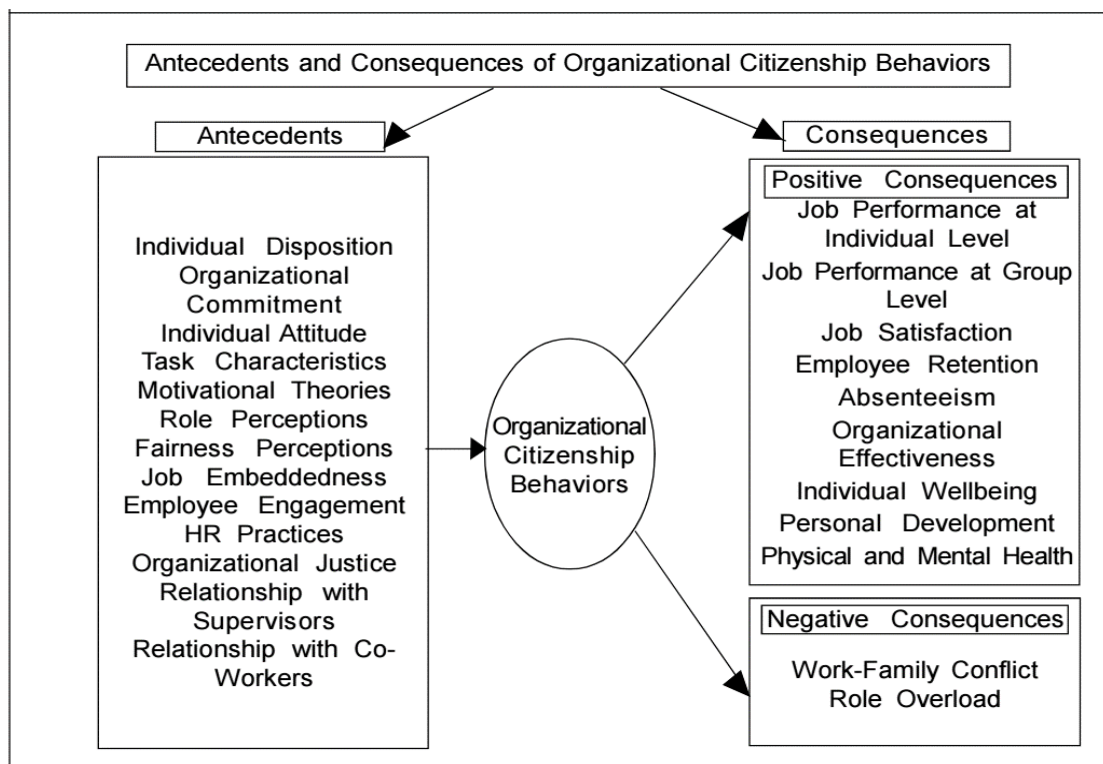
## 4.4 The Nomological Network of Organizational Citizenship Behaviour (OCB)

The concept of Organizational Citizenship Behaviour (OCB) has been widely studied and recognized as a critical component in enhancing organizational effectiveness and employee satisfaction. However, understanding OCB in isolation provides only a partial view of its significance and impact. To fully appreciate its role within the organizational context, it is essential to explore its nomological network—a framework that maps the relationships between OCB and various related constructs, antecedents, and outcomes.

A nomological network offers a comprehensive perspective by situating OCB within a broader theoretical framework, identifying its predictors, correlates, and consequences. This approach helps to clarify how OCB interacts with other organizational variables,

such as job satisfaction, organizational commitment, leadership styles, and work performance. It also sheds light on the mechanisms through which OCB influences and is influenced by these factors.

By examining the nomological network of OCB, researchers and practitioners can gain deeper insights into the underlying processes that drive citizenship behaviours and their implications for organizational dynamics. This holistic understanding is crucial for designing effective management practices, fostering a supportive work environment, and ultimately achieving organizational goals. The following sections will delve into the key elements of the nomological network of OCB, exploring its antecedents, correlates, and outcomes, and highlighting the intricate web of relationships that define this vital construct.



The chart above aims to provide a comprehensive overview of the nomological network of Organizational Citizenship Behaviour (OCB). Previous research on the consequences of OCB has predominantly focused on its positive aspects, often overlooking its darker sides. Understanding both the bright and dark sides of OCB is crucial for managerial practice. By recognizing these aspects, managers can implement strategies that enhance organizational effectiveness, job satisfaction, employee

retention, personal development, individual well-being, physical and mental health, and self-evaluation. Additionally, they can mitigate issues such as work-family conflicts, role overload, job stress, and absenteeism.

An effective manager should be aware of both the positive and negative consequences of OCB, taking necessary steps to reinforce its beneficial outcomes while minimizing its drawbacks. This approach will help boost overall organizational performance and effectiveness. This study reviews existing literature, drawing on past research to explore these dimensions of OCB.

#### **4.5 Psychological Capital**

Psychological Capital, commonly referred to as PsyCap, is a construct that has gained significant attention in organizational behaviour and positive psychology. It represents an individual's positive psychological state of development, characterized by high levels of self-efficacy, optimism, hope, and resilience. PsyCap is more than just a collection of traits; it is a dynamic resource that can be developed and harnessed to improve employee performance, job satisfaction, and overall organizational effectiveness.

#### **Components of Psychological Capital**

PsyCap is composed of four key components:

1. **Self-Efficacy:** This refers to an individual's belief in their ability to successfully execute tasks and meet challenges. In the workplace, self-efficacy influences an employee's motivation, performance, and persistence in the face of difficulties. Employees with high self-efficacy are more likely to take initiative, set challenging goals, and strive to achieve them.
2. **Optimism:** Optimism in PsyCap is defined as a positive attribution about succeeding now and in the future. It reflects an employee's expectation that good things will happen

and that they can influence positive outcomes. Optimistic employees are typically more engaged, proactive, and better at coping with stress.

3. **Hope:** Hope is characterized by a positive motivational state based on an interactively derived sense of successful agency (goal-directed energy) and pathways (planning to meet goals). Employees with high hopes are goal-oriented, possess a clear sense of direction, and are resilient in overcoming obstacles to achieve their objectives.
4. **Resilience:** Resilience is the capacity to bounce back from adversity, conflict, failure, or even positive but challenging events. Resilient employees can adapt to change, recover quickly from setbacks, and maintain a steady course towards their goals despite difficulties.

### **The Importance of Psychological Capital in Organizations**

PsyCap is crucial for both individual and organizational success. It is linked to several positive organizational outcomes, including:

1. **Enhanced Job Performance:** Employees with high PsyCap are generally more productive, efficient, and capable of achieving their goals. Their belief in their abilities (self-efficacy) and their positive outlook (optimism and hope) drive them to perform at their best.
2. **Increased Job Satisfaction:** PsyCap contributes to an employee's overall job satisfaction. Employees who feel hopeful, resilient, and confident in their abilities are more likely to be satisfied with their jobs, which in turn reduces turnover and absenteeism.
3. **Greater Organizational Commitment:** PsyCap fosters a sense of loyalty and attachment to the organization. When employees feel supported and valued, they are more likely to develop a strong commitment to their organization, leading to lower turnover rates and increased retention.
4. **Promotion of Organizational Citizenship Behaviours (OCBs):** OCBs are voluntary behaviours that contribute to the organizational environment, such as helping others, being flexible, and taking on extra responsibilities. PsyCap positively influences these

behaviours, as employees with high levels of self-efficacy, optimism, hope, and resilience are more inclined to go above and beyond their formal job duties.

5. **Effective Stress Management and Coping:** PsyCap equips employees with the psychological resources to manage stress and cope with challenges effectively. Resilience, in particular, helps employees navigate stressful situations without becoming overwhelmed, thereby maintaining their performance and well-being.

## **Developing Psychological Capital**

One of the unique aspects of PsyCap is its developmental nature. Unlike fixed traits, the components of PsyCap can be enhanced through targeted interventions and organizational practices. Some strategies to develop PsyCap include:

1. **Training Programs:** Organizations can implement training programs focused on building self-efficacy, fostering optimism, enhancing hope, and developing resilience. These programs can include workshops, coaching sessions, and experiential learning opportunities.
2. **Supportive Leadership:** Leadership plays a vital role in fostering PsyCap. Leaders who provide support, encouragement, and constructive feedback can help employees build their PsyCap. Transformational leadership, which inspires and motivates employees, is particularly effective in this regard.
3. **Positive Organizational Culture:** Creating a positive work environment that promotes psychological safety, trust, and collaboration can enhance PsyCap. When employees feel secure and valued, they are more likely to develop the confidence, optimism, hope, and resilience that comprise PsyCap.
4. **Goal Setting and Achievement:** Encouraging employees to set and achieve goals can boost their hope and self-efficacy. Recognizing and celebrating small wins helps build optimism and resilience, reinforcing the overall development of PsyCap.

## 4.6 Role of psychological capital in organizational citizenship behaviour

Psychological Capital (PsyCap) plays a significant role in influencing Organizational Citizenship Behavior (OCB), which refers to voluntary, extra-role behaviours that employees perform to benefit their organization. These behaviours are not formally rewarded or recognized but are essential for fostering a positive work environment, enhancing team dynamics, and contributing to organizational effectiveness. Here's how PsyCap influences OCB:

### 1. Enhanced Motivation and Proactivity

- **Self-Efficacy:** Employees with high self-efficacy, a core component of PsyCap, believe in their ability to accomplish tasks and overcome challenges. This confidence motivates them to go beyond their formal job responsibilities, taking initiative in helping others, offering suggestions for improvement, and contributing to the overall success of the team and organization.
- **Optimism:** Optimistic employees, who expect positive outcomes, are more likely to engage in proactive behaviours. Their positive outlook encourages them to contribute positively to the organization, even when such behaviours are not directly rewarded.

### 2. Increased Helping Behaviour

- **Hope:** Employees with high levels of hope are goal-oriented and have the perseverance to pursue those goals despite obstacles. This mindset not only drives them to achieve personal success but also to assist others in achieving their goals. Helping behaviours, such as supporting colleagues, mentoring new employees, or voluntarily assisting in tasks, are forms of OCB that are closely linked to high levels of hope within PsyCap.
- **Resilience:** Resilient employees are better equipped to cope with stress and recover from setbacks. This resilience often extends to supporting their colleagues in stressful situations, offering help, and maintaining a positive work environment. Their ability to remain composed and supportive during challenging times fosters a culture of mutual assistance and cooperation, key aspects of OCB.

### **3. Fostering a Positive Organizational Climate**

- PsyCap contributes to a positive organizational climate by promoting attitudes and behaviours that align with organizational values. Employees with high PsyCap are more likely to engage in OCBs that reinforce a supportive and collaborative work environment. This includes behaviours like promoting team cohesion, upholding organizational norms, and actively participating in organizational initiatives.

### **4. Commitment to Organizational Success**

- PsyCap fosters a sense of loyalty and commitment to the organization. Employees who feel hopeful, optimistic, confident in their abilities, and resilient in the face of adversity are more likely to identify with the organization's goals and values. This identification motivates them to engage in OCBs that contribute to the organization's long-term success, such as advocating for the organization, volunteering for committees, or representing the organization positively to outsiders.

### **5. Buffer Against Negative Work Behaviours**

- High levels of PsyCap can act as a buffer against negative work behaviours, such as absenteeism or withdrawal, which are contrary to OCBs. Employees with strong PsyCap are more likely to exhibit positive discretionary behaviours even in the face of stress or organizational change, thereby maintaining a constructive and positive organizational culture.

### **6. Increased Job Satisfaction and Well-Being**

- PsyCap is positively correlated with job satisfaction and overall well-being. Satisfied employees who experience higher levels of well-being are more inclined to go the extra mile, engaging in OCBs that benefit both their colleagues and the organization. Their positive psychological state makes them more likely to exhibit behaviours that are helpful, cooperative, and aligned with the organization's success.

## **7. Support in Organizational Change and Innovation**

- During times of organizational change, PsyCap can play a critical role in encouraging OCB that supports the change process. Employees with high PsyCap are more adaptable, open to new ideas, and willing to support the organization through transitions. Their proactive and positive behaviours can help facilitate change and innovation, contributing to a smoother transition and more effective implementation of new strategies.

## **5. Significance of the Study**

This study is significant for several reasons. First, it addresses a critical gap in the existing literature by exploring through which factors PsyCap impacts organizational behaviour and OCBs. Understanding these mechanisms can enhance managerial role in organizational settings.

Second, the study's findings have practical implications for organizational management and human resource practices. By identifying factors that enhance PsyCap, organizations can implement targeted interventions to foster a positive work environment, thereby improving employee well-being, performance, and OCBs. Enhanced OCBs can lead to a more collaborative and efficient workplace, ultimately contributing to organizational success.

Finally, this research contributes to the broader field of positive psychology by extending the application of PsyCap to organizational behaviour. The insights gained can inform future research and practice, ultimately promoting a more holistic understanding of employee well-being and organizational effectiveness.

## **6. Objectives:**

1. To Investigate the Relationship Between Psychological Capital and Organizational Citizenship Behaviour



2. The research aimed to identify existing gaps in knowledge about these dynamics and provide actionable insights for organizational improvement.
3. To Measure the Practical Implications of PsyCap on Organizational Success
4. To Explore the Developmental Potential of PsyCap in Employees

## 7. Organization of the Report

The structure of this research report is designed to systematically address the research problem and objectives. The main sections are as follows:

- **Chapter 1: Introduction:** Provides an overview of the research topic, including background, need for study, scope and limitations, theoretical framework, significance, and organization of the report.
- **Chapter 2: Literature Review:** Reviews existing literature on psychological capital, organizational behaviour, OCBs, and related concepts to find theoretical data for the study.
- **Chapter 3: Company Profile:** Brief information about the company in which this research project has been conducted.
- **Chapter 4: Research Methodology:** Describes the research design, data collection methods, and analysis method used for the research question.
- **Chapter 5: Results and Analysis:** Presents the findings of the study, including statistical analyses and interpretation of data.
- **Chapter 6: Findings and key contributions to the organizations:** Discusses the implications of the findings and explores theoretical and practical contributions to the study.
- **Chapter 7: Conclusion and Recommendations:** Summarizes the key findings, outlines limitations, and provides future research and practice recommendations.

By following this structure, the report aims to provide a complete and systematic assessment. of the impact of psychological capital on organizational behaviour, I am particularly focusing on OCBs, addressing the research objectives and contributing to the broader field of study.

## Literature Review

- The paper, Impact of Psychological Capital on Organizational Citizenship Behaviour Mediation by Work Engagement, by Manish Gupta, Musarrat Shaheen and Prathap K. Reddy examines the mediating role of work engagement (WE) between psychological capital (PsyCap) and the two facets of organizational citizenship behaviour (OCB) which involves both individuals and organizations. It also examines the moderating role of perceived organizational support (POS) between PsyCap and WE, and WE and the two facets of OCB. This study helps in understanding the role of POS among PsyCap, WE, and the two factors of OCB. This study helps in understanding how the WE-OCB relationship can be negatively affected in the presence of high POS. Overall, the results support the mediating role of WE in the PsyCap-OCB relationship and the moderation of POS between WE and the two facets of OCB. The results encourage organizations to establish systems for enhancing the engagement levels of their employees, which according to this study may be achieved by creating and maintaining a vibrant work environment.
- The study, Exploring the Nomological Network of Organizational Citizenship Behaviour: A Review of Dimensions, Antecedents and Consequences by Arun Aggarwal and Ran Singh, provides an overview of the nomological network of Organizational Citizenship Behaviour (OCB), with an emphasis on implications for future research. The purpose of this study is to provide a comprehensive framework to provide a conceptually meaningful framework incorporating distinct dimensions, antecedents and consequences of OCBs. A qualitative approach has been used to review the findings of the works done by various authors regarding OCB dimensions, antecedents and consequences. The results of the previous research studies relating to OCB help in making a clear distinction between different constructs. Referred data helps in identifying several common dimensions of OCB. Unlike many other studies which have only studied the brighter side of the OCB, this study emphasizes both positive and negative consequences of OCB by using content analysis. The proposed conceptual model of this study could be done empirically in future by researchers.

- The research, Organizational Citizenship Behavior Predicts Quality, Creativity, and Efficiency Performance: The Roles of Occupational and Collective Efficacies by Erez Yaakobi and Jacob Weisberg, explores how prosocial behaviour, particularly Organizational Citizenship Behavior (OCB), influences organizational performance, focusing on the psychological mechanisms that may encourage or discourage these effects. Two studies were conducted:

Study 1: Investigated the role of Occupational Efficacy (OE), an inner resource related to employees' beliefs in their job-related abilities, as a predictor of OCB. The findings suggested that higher OE positively predicted OCB, which in turn contributed to improved performance.

Study 2: Explored whether Collective Efficacy (CE), an external resource over which employees have less control, would moderate the relationship between OCB and performance. The results showed that OCB positively predicted performance, particularly in quality, creativity, and efficiency, regardless of managers' tenure. Furthermore, both employees' and managers' CE levels moderated this effect, with higher CE amplifying the positive impact of OCB on performance.

Overall, the studies highlight the importance of psychological beliefs, particularly OE and CE, in enhancing the effects of OCB on organizational performance.

- A Study of Organizational Citizenship Behaviour (OCB) and Its Dimensions by Sukhada Tambe and Dr Meera Shanker explains Organizational Citizenship Behaviour (OCB) has been explored and researched by scholars for more than twenty-five years and it continues to be an area of interest for scholars. OCB refers to the voluntary behaviour/s exhibited by the employees while in the organization, as good citizens of the organization. This paper is an effort to understand the meaning, nature and scope of OCB and the paper also attempts to study the various dimensions of OCB. There is a detailed discussion on the five dimensions of OCB given by Organ and the paper also refers to other dimensions of OCB given by various scholars from time to time.

- The study *Conceptualizing Organizational Citizenship Behaviour and Learning Organization in the Labor Sector* by Mochamad Soelton, aims to investigate and evaluate the impact of Organizational Transformational Leadership and Work Engagement on Citizenship Behaviour in mediating Learning Organization. This study examined the experiences of workers who were more objective in giving their perceptions due to the presence of serious problems in Work Engagement. Previous research used workers as a measure of Work Engagement success but was less objective, particularly in the manufacturing industry where work-related problems were absent. A saturated sample of 96 employees was used and the quantitative analysis employed the questionnaire collection method using the Smart-PLS Structural Equation Modelling. Work Engagement had a significant impact on Organizational Citizenship Behaviour (OCB), while Transformational Leadership had a negative impact. Work Engagement had a significant positive effect on Learning Organization, which in turn had a significant negative effect on OCB.
- The purpose of, *The Role of Mediation Organizational Citizenship Behaviour on the Effect of Work Motivation and Job Satisfaction on Employee Performance* by Jufrizen, Muhammad Rizky Hutasuhut was to determine and analyze the effect of work motivation and job satisfaction on employee performance. To find out and analyze organizational citizenship behaviour that mediates the effect of work motivation on employee performance and job satisfaction on employee performance. This research is included in the category of associative research using a quantitative approach. It is Associative research is research that aims to determine the relationship between two or more variables. The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then draw conclusions. In this study the population is employees who are registered in the Administration of RSUD Dr. Pirngadi Medan City, totalling 107 employees. The statistical method used is Partial Least Square (PLS). The results showed that work motivation had a positive and significant effect on employee performance, job satisfaction had a positive and significant effect on employee performance and work motivation had a positive and significant effect on organizational citizenship behaviour.

## **Company Profile**

### **“Shreeshivendra Infrastructure Pvt Ltd”**

#### **‘Unite to Grow’**

##### **➤ History**

Mr Satish Ramchandra Shinde-Patil founded the company in 2006 with great determination and passion to deliver quality service. excellence and responsiveness to client needs. Mr. Satish Ramchandra Shinde-Patil has over a more than 21 years of infrastructural experience with a lean and sustainable approach Through his leadership the team has been able to deliver all projects on time and within our expected budget.

Over the past seven years, undeniable reputation within the industry, built on knowledge and quality, Shreeshivendra Infrastructure Pvt. Ltd. is the youngest and fastest-growing Infrastructure with an excellent team that strives to achieve excellence Through teamwork.

We have a dynamic and passionate group of experienced Construction professionals to complete an assigned project in a given timeline with pre-decided quality and standards. Our team consists of well-experienced professionals from multi-disciplinary construction and our Team Members are constantly and consistently trained with the latest tools and methodologies

##### **➤ Vision and Mission**

###### **Our vision**

“It is to unite the state and rivers of India. With a commitment to delivering unique integrated projects, that best cater to client's needs. We look forward to leading the way in industrial and commercial maintenance which enables us to provide a full turnkey engineering, procurement, and Construction solution in the global infrastructure & power market. We also strive to encourage innovation, excellence, integrity,

professionalism, and teamwork with an optimum mix of advanced technologies, human intelligence, and expertise.”

## **Our Mission**

“It is to become a technology-driven, and world-reputed organization that earns the trust and confidence of all clients. By exceeding their expectations and marking the company status to international standards. We want to create landmarks that become a benchmark in the world of construction. We aim to achieve world-class safety, health and environment standards for the welfare and security of human life or ensure us in attaining global best practice and becoming a world-class quality provider.”

### **➤ Goals for 2024**

In 2024, our aspirations at Shreeshivendra are as towering as the structures we build. Fueled by our passion for excellence and fortified by our rich history and extensive experience, we have set our sights on achieving a turnover of 250 Cr.

Our goal is not just about financial success; it’s about passionately serving our nation while fostering steady growth that brings prosperity to all stakeholders. With every project, we aim to leave a lasting impact on the landscape of our nation and the lives of those we serve.

### **➤ Features**

#### **Construction & Quality**

Shreeshivendra Infrastructure Pvt. Ltd. (SIPL) is a multinational conglomerate committed to innovative technology. We strongly believe in Client client-friendly professional approach, delivering world-class quality in all aspects. We keep on maintaining progressive development within the company to obtain sustainable success in the Construction sector.

## **Health, Safety & Environment Responsibility**

Shreeshivendra Infrastructure Pvt. Ltd.(SIPL), is a company that cares to create and maintain a healthy environment that has an impact on the health and safety of all our employees, who represent us. Our focus is to have a safe working environment with strict adherence to stringent Health, Safety, and Environmental policies and be compliant with all relevant laws of the land.

### **➤ Best Qualities**

#### **Expert Technicians**

Once the project is finalized the team from Shreeshivendra Infrastructure Pvt. Ltd. makes sure that they prepare the design layout according to the client's needs.

#### **Professional Service**

The Shreeshivendra Infrastructure Pvt. Ltd. team has always been working on high standards to maintain quality and develop a healthy relationship with clients.

#### **Great Support**

Shreeshivendra Infrastructure Pvt. Ltd. always believes that serving people is equal to serving our nation. They contribute towards the clients through their projects.

#### **Technical Skills**

Shreeshivendra Infrastructure Pvt. Ltd. has been delivering best-in-class mining and infrastructure government projects all over India.

#### **Highly Recommended**

Shreeshivendra Infrastructure Pvt. Ltd. has always done projects within time. Our team always confirms to work within the timeline to execute projects effectively.

#### **Positive Reviews**

The projects were completed by the team of Shreeshivendra Infrastructure Pvt. Ltd. is most suitable as per client requirements & every client gives positive feedback.

## ➤ Numerical Data About the Company

Our ability to construct greatness stems from a robust foundation of cutting-edge machinery, state-of-the-art construction plants and a dedicated team that embodies innovation, creativity and passion in all endeavours.

### **List of plants and machinery – 163**

### **Manpower Core Strength – 250+**

Vast experience in the execution of infrastructure projects. Good track record of cost-cutting techniques.

- Civil Engineers – 18
- Mechanical Engineers – 08
- Safety engineers – 04
- Quality Control – 04
- Foremen – 20
- Supervisors – 40
- Surveyors – 10
- Other Manpower – 200+

## ➤ Services

### **Mining Work**

In 21 years of history, we mainly work on mining projects. We provide different types of machinery as well as labour support for mining. lots of projects done in this domain. Primarily most of the projects are located in Pune Maharashtra.

### **Tunnel Work**

We have delivered lots of big projects completed on tunnel work. Some projects were completed successfully on time and some working under construction. Completed project located in Virar Mumbai side. In 21 years, we delivered big contract-value projects and successfully maintained a track record. Since first established in 2006.



## **Road Work**

We have delivered more than 10 to 12 road and bridge projects across Maharashtra over 21 decades. Our road, pavement, and bridge-building capabilities are best demonstrated by our successful track record delivering more than 12 key projects across urban and rural Maharashtra, and more recently in Pune, Latur and Solapur area, since first established in 2006.

## **Canal & Dam Work**

We have delivered more than 5 big projects across Maharashtra over 21 decades. Our canal, pavement, and dam construction capabilities are best demonstrated by our successful track record delivering more than 12 key projects across urban and rural Maharashtra, and more recently in Pune, Latur, Satara, and Solapur area, since first established in 2006.

## **Railway Work**

We have delivered more than 3 big projects across Maharashtra over 21 decades. to supply Railway construction materials, blasting materials and other support staff our successful track record delivering more than 3 key projects across rural areas in Maharashtra, and most recently work on Pandharpur, Miraj, and Amravati to Narkhed, since first establishing in 2006.

## **Plant Work**

We have delivered lots of big projects across Maharashtra over 21 decades in the Plant work field, supplying plat construction material, blasting material and other supportive staff our successful track record delivering so many projects across rural areas of Maharashtra, and most recently work on Satara, Solapur, Latur, Amravati, Pune and Mumbai since first established in 2006.

### **➤ Completed Projects**

These all projects are completed under the Shreeshivendra & Company. now we are moving to the renaming of our organization name is Shreeshivendra Infrastructure Pvt. Ltd. Now all upcoming projects are working under Shreeshivendra Infrastructure Pvt. Ltd. following list of a completed projects done by Shreeshivendra & Company.

### **Mahawadwadi Dam Project**

This project is related to the Quarry work for the Mahawadwadi Medium Dam project located in Naradave. This project completion year is 2007-2008 under the client R.N Nayak & Son's and the project value is around 2CR.

### **RDS Construction**

Work with the RDS Construction for execution in HR control drilling, blasting & supply rubble feed size. this project completion year is 2008-2009 under the client RDS Construction and the project value is around 2CR.

### **Miraj-Pandharpur Railway**

Miraj-Pandharpur Railway project Shreeshivendra & Company's involvement is to work on Gauge conversion blast supply work. This project completion year is 2009-2010 under the client Patil Enterprises and the project value is around 11CR.

### **Sofia Power Project**

This project completion year is 2010-2012 under the client Shinde Developer Pvt. Ltd. and the project value around 1.5CR.

### **Sai Stone Crusher**

This project is related to Crusher works which are located in Talegaon Dabhade home town. This project completion year is 2011-2012 under the client Sai Stone Crusher and the project value is around 3.5CR.

### **Wankhurde Project**

This project is related to Irrigation works done by our organization. This project completion year is 2011-2012 under the client Sopan D.Patil and the project value is around 14CR.

### **Amravati-Narkhed Railway**

In this Railway project, Shreeshivendra & Company works on Gauge conversion blast supply works This project completion year is 2011-2012 under the client Patil Enterprises and the project value is around 10CR.

### **ANRBC Irrigation Project**

The Shreeshivendra & Company work on this project on ANRBC Irrigation project located in Sangola. mainly works on cheap machinery & C.C.Lining. This project completion year is 2012-2013 under the client Sopan D.Patil and the project value is around 3.5CR.

### **Highway Earthwork**

In this Highway project, Shreeshivendra & Company mainly works on Highways involving Earthwork including rock cutting with blasting activities. This project completion year is 2016-2017 under the client Dhawade Patil Infra Construction and the project value is around 1CR.

### **Ahmednagar-Beed-Parli Road**

In this road project, our organization work on a Highway in embankment cutting & ridge approaches as well as the construction of minor bridges, and rubs in a section located in Ahmednagar-Beed-Parli Vaijanath. This project completion year is 2016-2017 under the client Shankar Ramchandra Earthmover Pvt. Ltd. and the project value is around 1.5CR.

### **Dam Project**

This project works on Quarry & boulder supply for pitching of RDS construction Dam project. This project completion year is 2016-2017 under the client RDS Construction and the project value is around 1CR.

### **Sangola-Pandharpur Road**

Shreeshivendra & Company worked on this road project between Sangola Pandharpur and This project completion year is 2008-2020 under the client R.K Chavan Infrastructure Pvt. Ltd. and the project value is around 2.5CR.

### **Hassan-Mysore Road**

Shreeshivendra & Company is working on this road project between Hassan Mysore This project completion year is 2018-2020 under the client Shri S.M.Autade Pvt. Ltd. and the project value is around 5CR.

## ➤ **Ongoing Projects**

These all projects are working under the Shreeshivendra & Company now we are moving to the renaming of our organization name Shreeshivendra Infrastructure Pvt. Ltd. Now all upcoming projects are working under Shreeshivendra Infrastructure Pvt. Ltd. following list of ongoing projects working under Shreeshivendra Infrastructure Pvt. Ltd.

### **Crushing Works**

The Crusher works in almost 4 to 5 locations in Maharashtra. most of the work is in the Pune area. this crushing project contract values around 10 to 15CR started this project on 01/08/2014 onwards. clients of this project are Ambica Stone, Aditya Stone, B.M.K.Buidcon Pvt. Ltd. & Rajmata Stone.

### **Canal Work**

This project is started on 01/09/2020 located on Satara. The client of this project is B.T.Patil and the contract cost around this project is 3CR.

### **Tunnel Project**

This is one of the biggest projects in Shreeshivendra Infrastructure history. this project is located in Virar (Mumbai). the project started on 15/11/2019. The contract value of this project will be around 60.92CR the client of this project is Shinde Developer Pvt. Ltd.

### **Road Project**

The road project works around three to four locations under different clients

- 1) Paltan to Pandharpur client - Autade Infra project Pvt. Ltd.
- 2) Barshi to Solapur client - Autade Infra Project Pvt. Ltd.
- 3) Mohol to Pandharpur client - Autade Infra project Pvt. Ltd.
- 4) Nilanga to Latur client - Shinde Developer Pvt. Ltd.

The total cost of these projects is around 32.5CR. all projects started in 2020.

## **Research Methodology**

The design of this research uses a human resource management approach that includes the operational variables, data collection method and information collection, defining the population, calculating the sample size and sampling techniques. This research begins with the preliminary research and follows by formulating the construct variables.

### **➤ Research Design**

Research design constitutes the blueprint for the collection, measurement and analysis of data.

### **➤ Data Collection Design**

1. This research applies a descriptive study design. This study will adopt a method incorporating both quantitative and qualitative approaches.
2. The data is collected by the survey from employees.
3. Specifically, employees experienced between 1 to 5 years, in which about 80-90 questionnaires were distributed out of which 50 filled questionnaires were returned giving a total response rate of 55-65%.

### **➤ Sampling Design**

#### **• Sampling method**

1. From 250+ employees the survey form was given to 90 candidates and the first 50 respondent data were collected.
2. Using non-probability sampling.
3. The convenient sampling method - It involves selecting participants who are easiest to reach or readily available, rather than using random selection.

- **Sample Size**

Out of the total population of 250+ Employees, the sample size for the current study was 50.

- **Sample Profile**

Section A of the questionnaire contained demographic profile-related information about respondents like gender, educational qualification, family type etc.

The sample was 50-50% male and female respondents. Approximately 48% of respondents were graduates, while 48% had post-graduate degrees.

The sample size was deliberately chosen between 0-5 years of experience, from which 24% 0-1yr; 20% 1-2, 3-4 & 4-5 yrs each; and 16% 2-3 yrs.

➤ **Measures/ Scale/ Questionnaire**

The questionnaire had two scales for both the factors involved in the study which are Organizational Citizenship Behaviour and Psychological capital.

OCB was measured through a 12-item scale from Lee and Allen-libre developed 16-item scale and for PsyCaps used an 8-item scale developed by Luthans (2007)

Respondents were asked to indicate their responses on a 5-point Likert scale (1=Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= strongly agree).

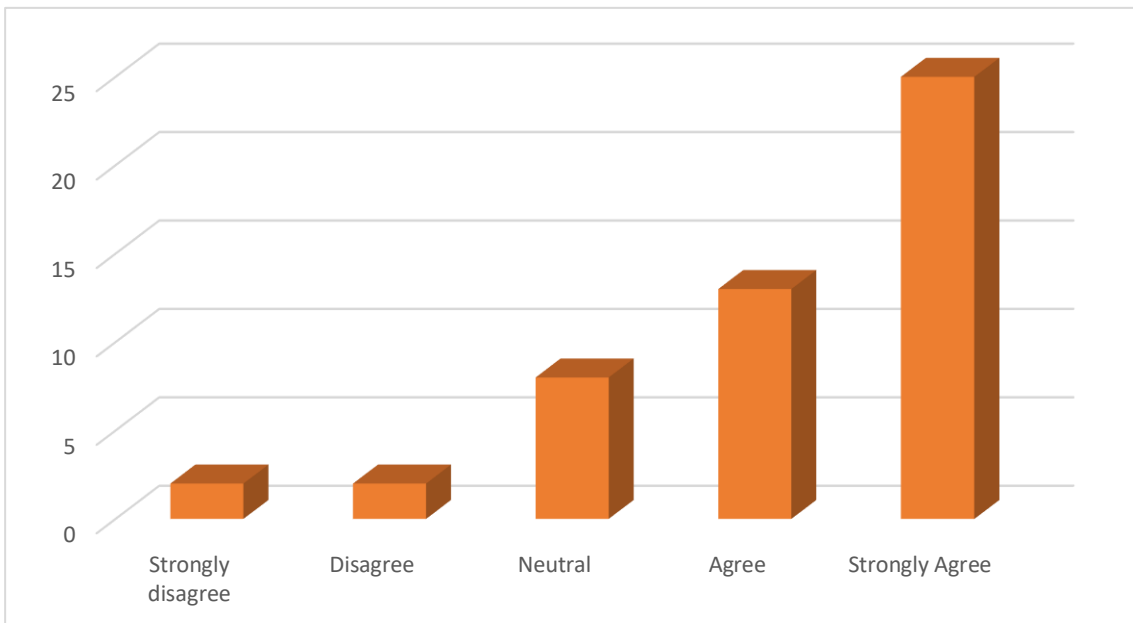
## DATA ANALYSIS

1. I willingly help colleagues who have work-related problems.

Table No. 01

Particulars	Frequencies	Percentile
Strongly Disagree	2	4
Disagree	2	4
Neutral	8	16
Agree	13	26
Strongly Agree	25	50

Graph No. 01



### **Interpretation:**

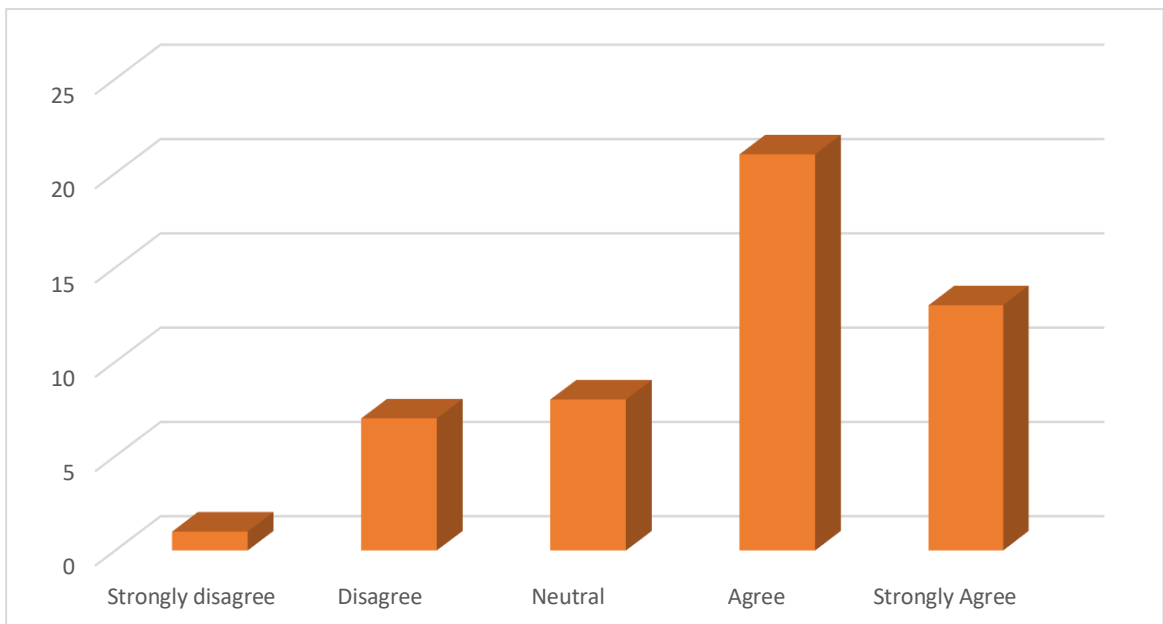
Most respondents (38 out of 50) agree or strongly agree that they are willing to help colleagues with work-related issues. This shows that the organization has a strong culture of support and teamwork. It also suggests that employees likely have high psychological capital, especially hope and resilience, which motivate them to assist others.

2. I take time to listen to colleagues' problems and worries.

**Table No. 02**

Particulars	Frequencies	Percentile
Strongly Disagree	1	2
Disagree	7	14
Neutral	8	16
Agree	21	42
Strongly Agree	13	26

**Graph No. 02**



**Interpretation:**

Most respondents (34 out of 50) agree or strongly agree that they take time to listen to their colleagues' problems. This shows empathy and social support, which are important parts of psychological capital. However, some neutral or disagree responses suggest there is room to improve the organization's culture of supportive listening.

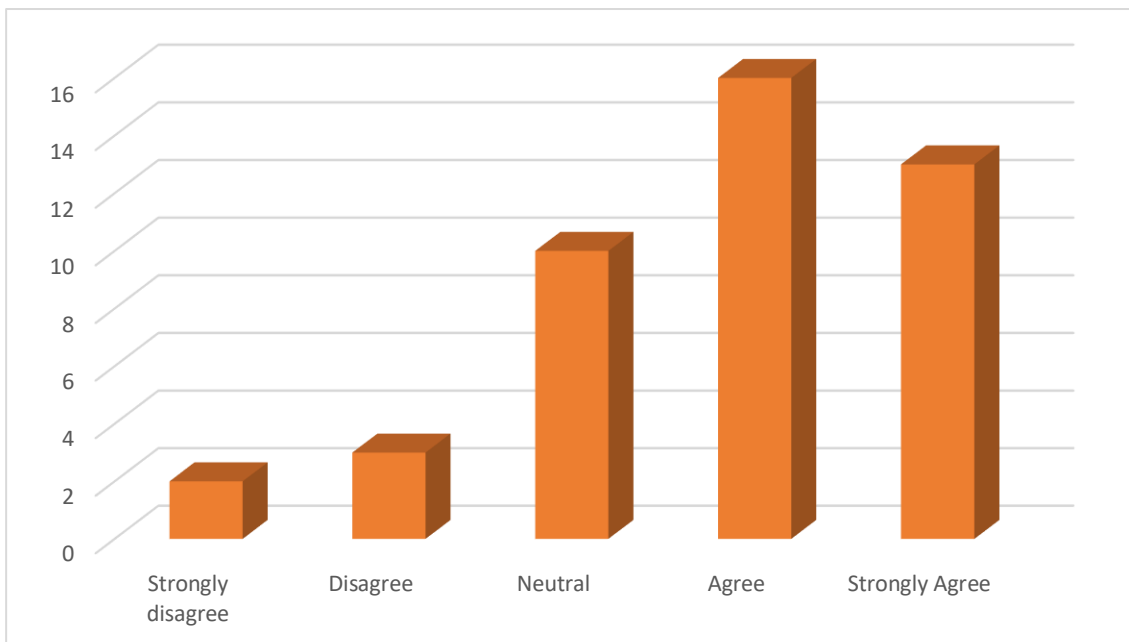


3. I go out of my way to help new employees.

**Table No. 03**

Particulars	Frequencies	Percentile
Strongly Disagree	2	4
Disagree	3	6
Neutral	10	20
Agree	16	32
Strongly Agree	13	50

**Graph No. 03**



**Interpretation:**

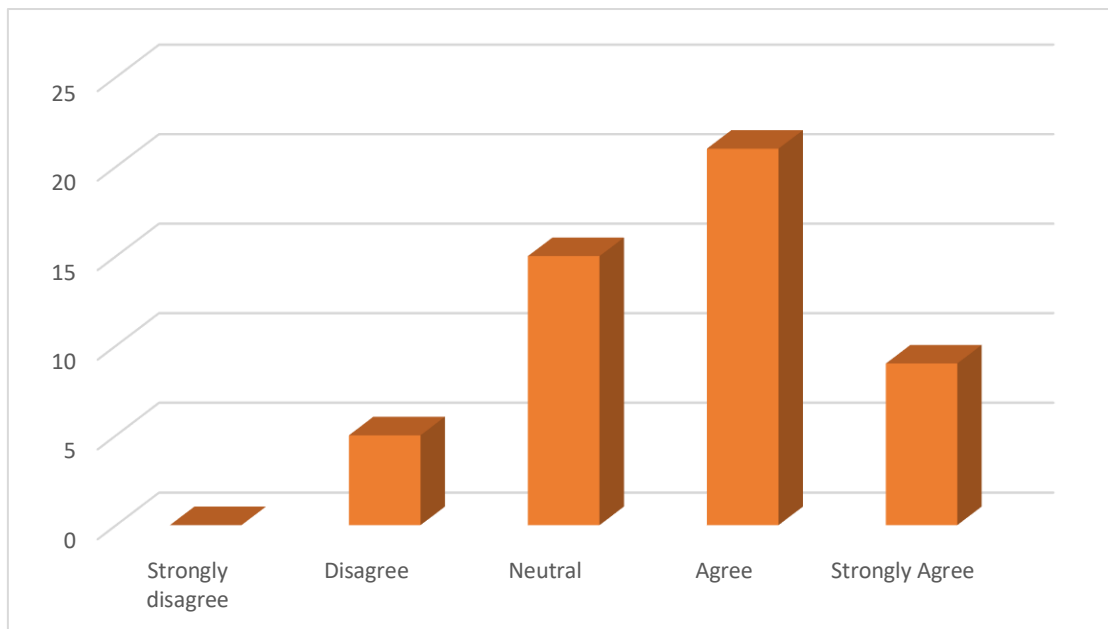
The results show a moderate willingness to help new employees, with 29 out of 50 respondents agreeing or strongly agreeing. However, the relatively high number of neutral responses (10) indicates that some employees may face challenges like workload or limited onboarding processes, which could reduce engagement in assisting newcomers.

4. I am one of the most conscientious employees.

**Table No. 04**

Particulars	Frequencies	Percentile
Strongly Disagree	0	0
Disagree	5	10
Neutral	15	30
Agree	21	42
Strongly Agree	9	18

**Graph No. 04**



**Interpretation:**

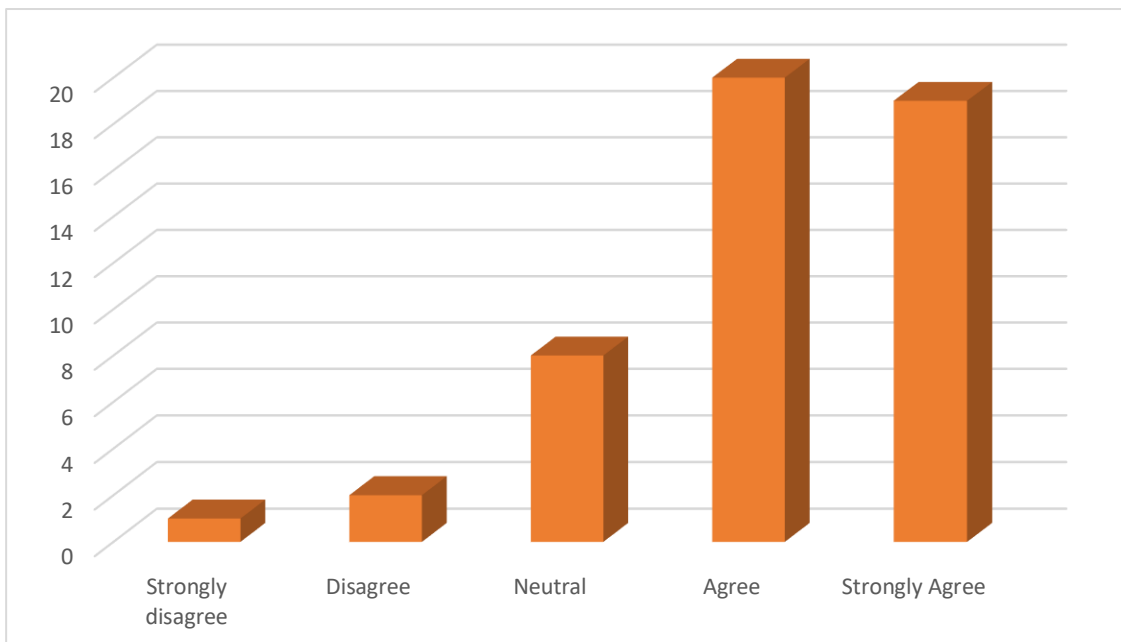
A total of 30 respondents agrees or strongly agree that they see themselves as conscientious employees, reflecting a positive view of their work ethic and responsibility—important traits for OCB. However, the 15 neutral responses suggest some uncertainty or differing opinions about conscientiousness among employees.

5. I believe in giving an honest day's work for an honest day's pay.

**Table No. 05**

Particulars	Frequencies	Percentile
Strongly Disagree	1	2
Disagree	2	4
Neutral	8	16
Agree	20	40
Strongly Agree	19	38

**Graph No. 05**



**Interpretation:**

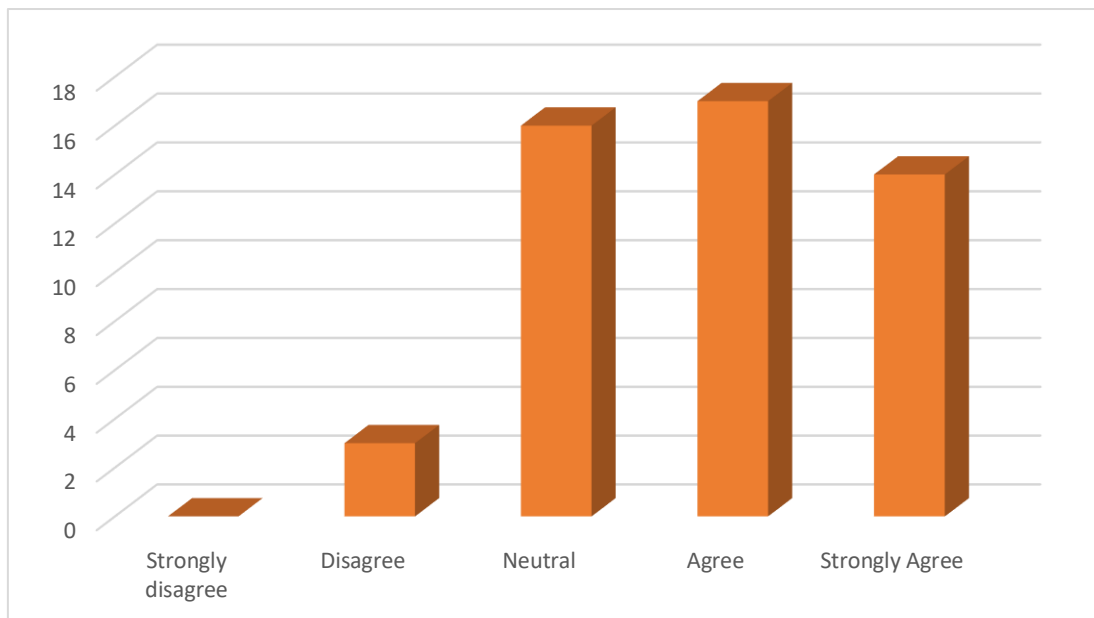
The results reveal a strong belief in fairness, with 39 respondents agreeing or strongly agreeing with the principle of giving an honest day's work for an honest day's pay. This reflects ethical values and integrity, which are closely linked to high psychological capital and encourage accountability and commitment.

6. I obey company rules and regulations even when no one is watching.

**Table No. 06**

Particulars	Frequencies	Percentile
Strongly Disagree	0	0
Disagree	3	6
Neutral	16	32
Agree	17	34
Strongly Agree	14	28

**Graph No. 06**



**Interpretation:**

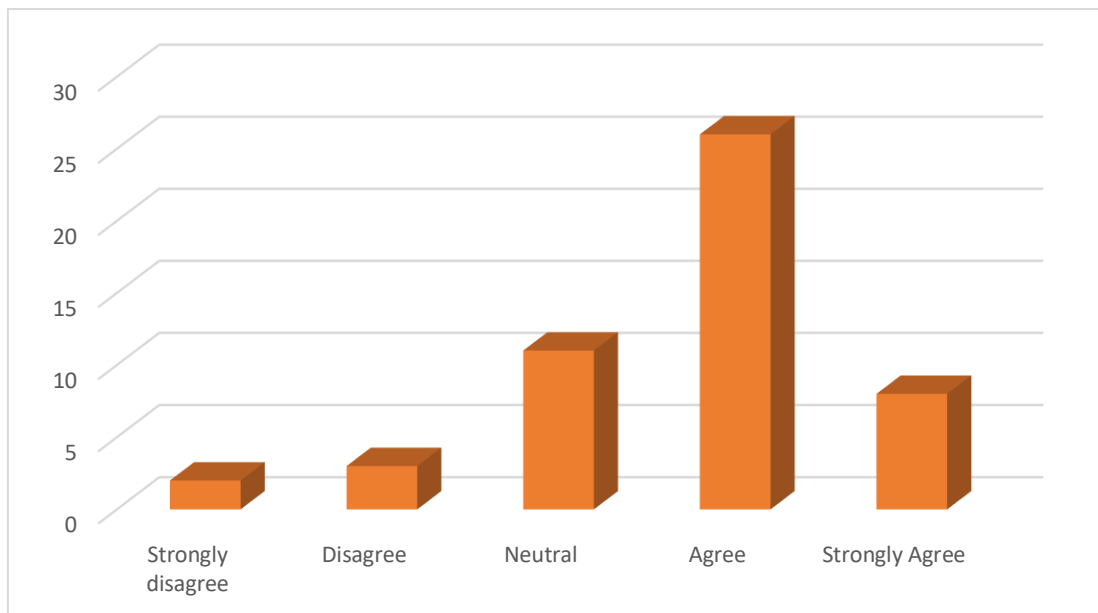
While 31 out of 50 respondents agree or strongly agree that they follow company rules even when unobserved, 16 neutral responses highlight some ambivalence. This suggests an opportunity for better communication about organizational policies and their importance to reinforce adherence.

7. I take steps to prevent problems with other employees.

**Table No. 07**

Particulars	Frequencies	Percentile
Strongly Disagree	2	4
Disagree	3	6
Neutral	11	22
Agree	26	52
Strongly Agree	8	16

**Graph No. 07**



**Interpretation:**

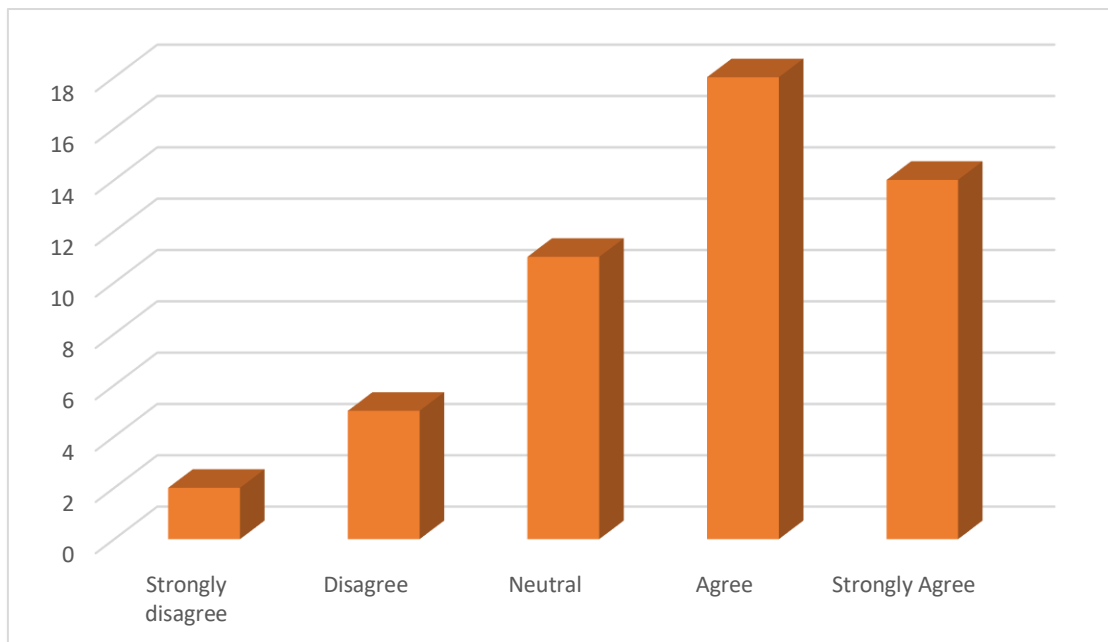
A significant majority (34 out of 50) agree or strongly agree that they take proactive steps to avoid problems with coworkers. This shows a strong focus on conflict prevention and collaboration, indicating that employees value maintaining positive relationships. This behaviour reflects high psychological capital, particularly resilience and social competence.

8. I am mindful of how my behaviour affects other people's jobs.

**Table No. 08**

Particulars	Frequencies	Percentile
Strongly Disagree	2	4
Disagree	5	10
Neutral	11	22
Agree	18	36
Strongly Agree	14	28

**Graph No. 08**



**Interpretation:**

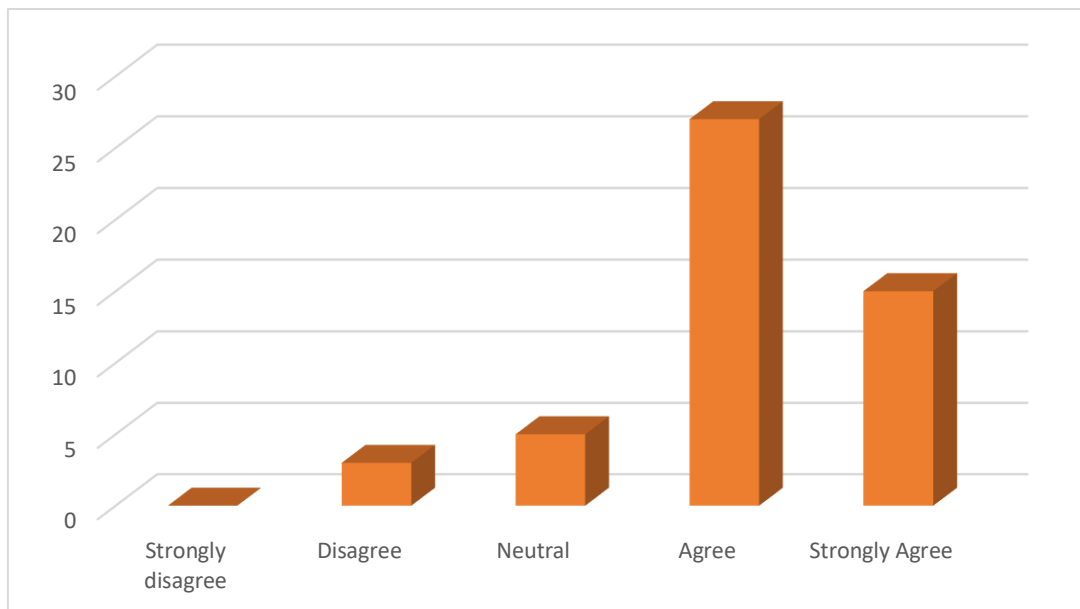
32 respondents agree or strongly agree that they are mindful of how their actions affect their colleagues' work. This shows good emotional intelligence and awareness, which help create a supportive workplace. However, 11 neutral responses suggest that some employees may not fully understand or prioritize the impact of their behaviour, which could be improved.

9. I do not abuse the rights of others.

**Table No. 09**

Particulars	Frequencies	Percentile
Strongly Disagree	0	0
Disagree	3	6
Neutral	5	10
Agree	27	54
Strongly Agree	15	30

**Graph No. 09**



**Interpretation:**

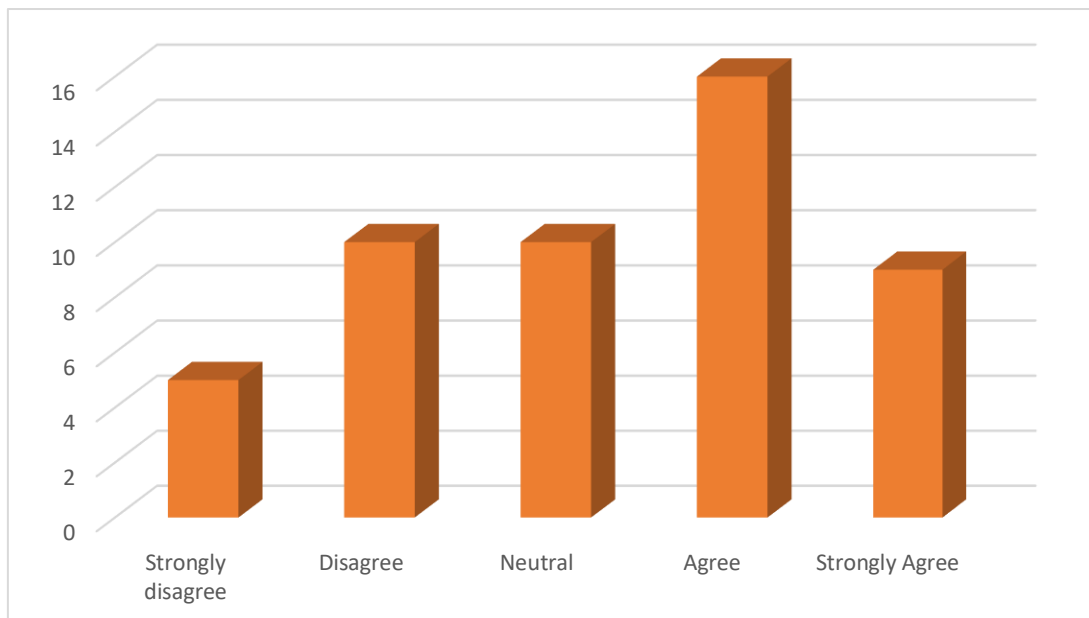
An overwhelming majority (42 out of 50) agree or strongly agree that they don't abuse others' rights. This shows strong ethical values and respect for colleagues, which are crucial for a positive work culture. These behaviours are often linked to optimism and ethical decision-making, key traits of psychological capital.

10.I attend meetings that are not mandatory but considered important.

**Table No. 10**

Particulars	Frequencies	Percentile
Strongly Disagree	5	10
Disagree	10	20
Neutral	10	20
Agree	16	32
Strongly Agree	9	18

**Graph No. 10**



**Interpretation:**

Responses about attending non-mandatory meetings are mixed, with only 25 people agreeing or strongly agreeing. A notable number of employees (10 neutral and 15 disagreeing) may not see the value in these meetings or feel too busy to attend. This suggests that management could better explain their importance in encouraging participation.

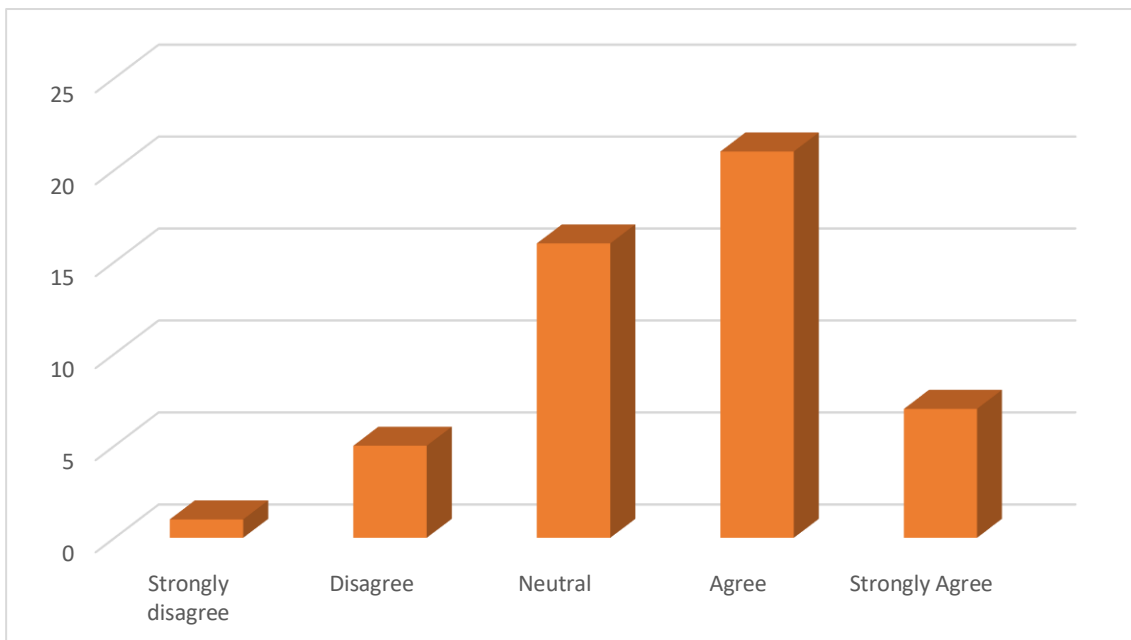


11.I keep abreast of changes in the organization.

**Table No. 11**

Particulars	Frequencies	Percentile
Strongly Disagree	1	1
Disagree	5	10
Neutral	16	32
Agree	21	42
Strongly Agree	7	14

**Graph No. 11**



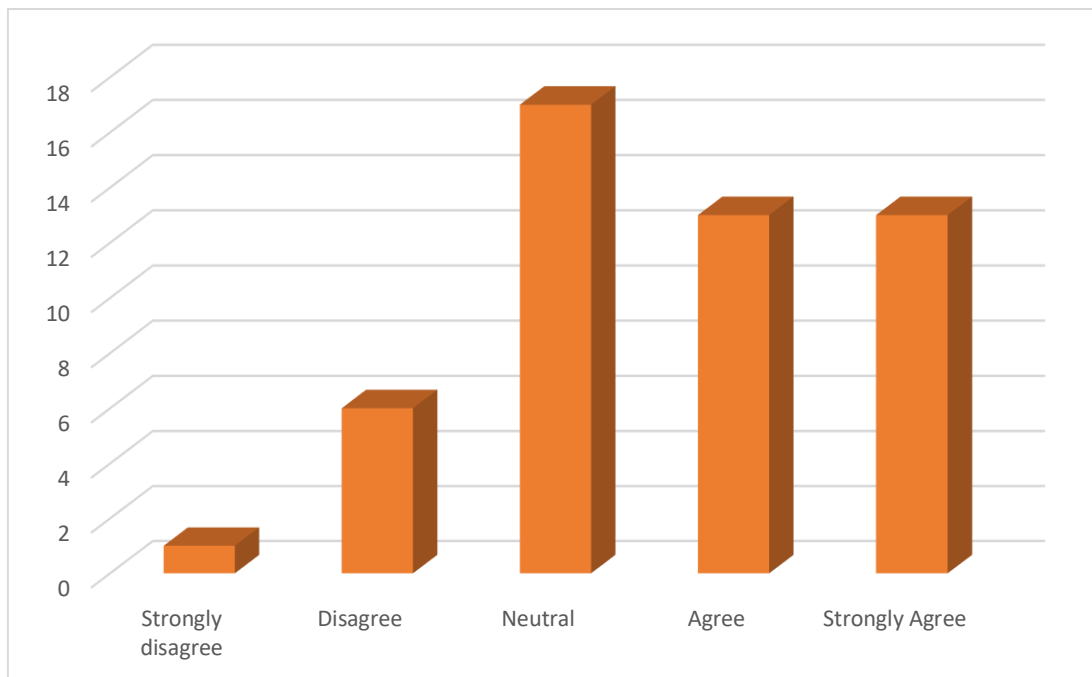
**Interpretation:** 28 respondents agree or strongly agree that they stay updated on changes in the organization. However, 16 neutral responses show that many employees feel disconnected or don't prioritize staying informed. This points to a potential need for better communication from leadership about updates and developments.

12.I read and keep up with organization announcements, memos, etc.

**Table No. 12**

Particulars	Frequencies	Percentile
Strongly Disagree	1	2
Disagree	6	12
Neutral	17	34
Agree	13	26
Strongly Agree	13	26

**Graph No. 12**



**Interpretation:**

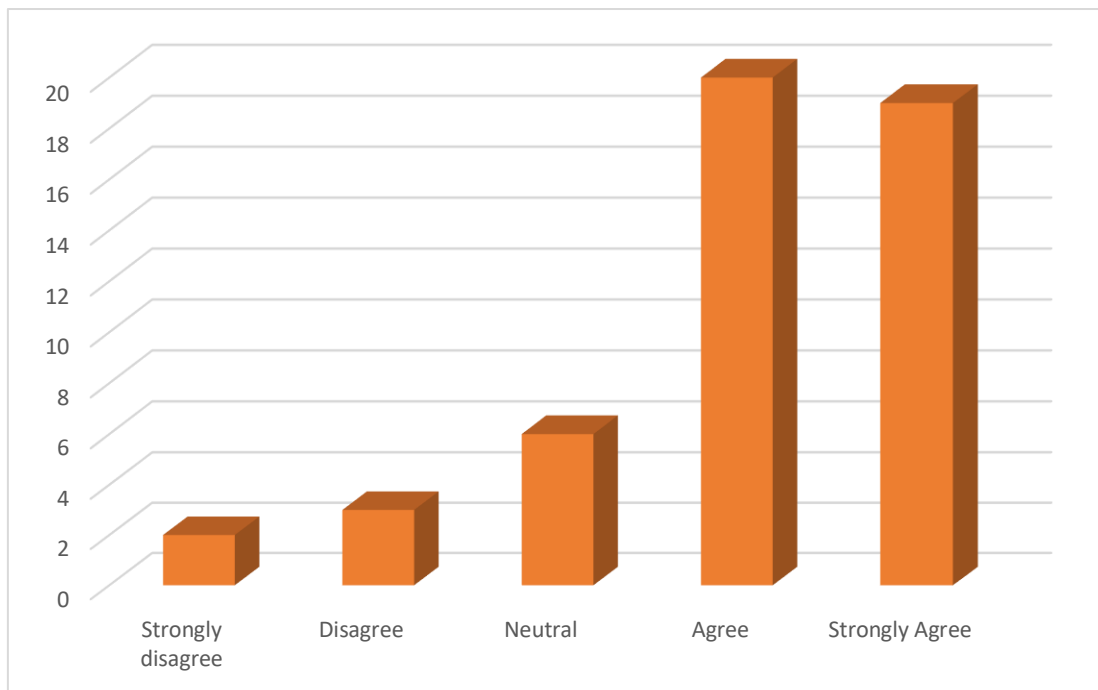
Only 26 respondents agree or strongly agree that they keep up with announcements and memos. The 17 neutral responses suggest that many employees may not actively engage in organizational communication, which could limit their understanding of company goals and culture. Improving engagement with communication could help address this.

13.I feel confident that I can accomplish my work goals.

**Table No. 13**

Particulars	Frequencies	Percentile
Strongly Disagree	2	4
Disagree	3	6
Neutral	6	12
Agree	20	40
Strongly Agree	19	38

**Graph No. 13**



**Interpretation:**

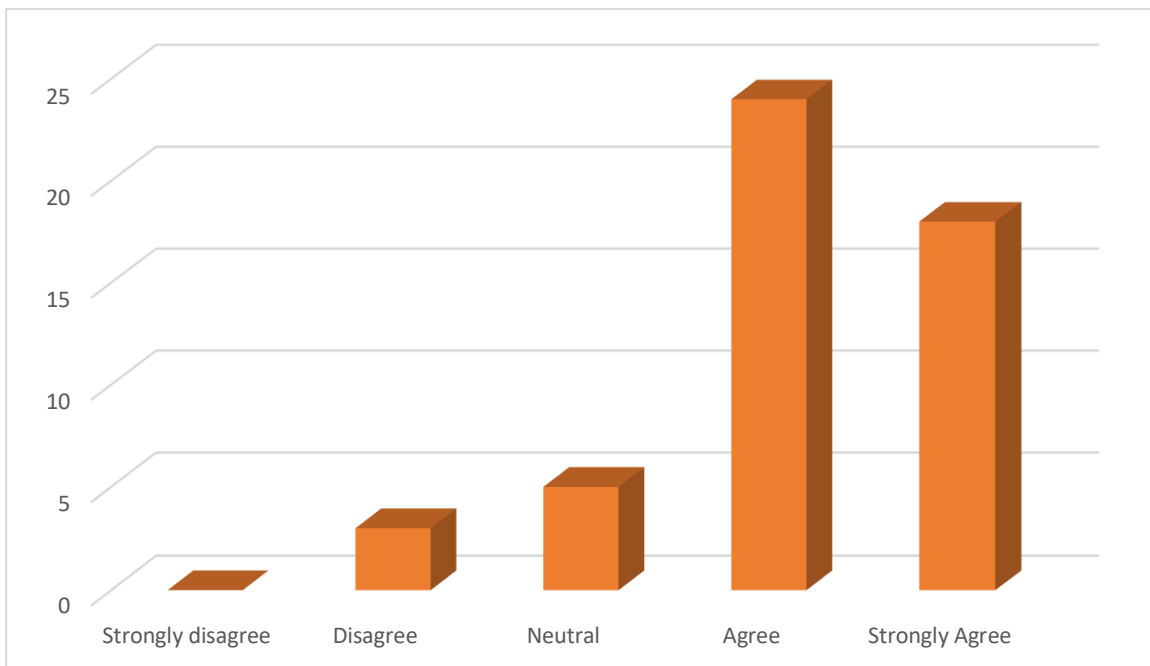
Strongly Agree (19) and Agree (20) responses indicate that most employees feel confident in achieving their work goals (39 out of 50 total). However, Neutral (6) and Disagree/Strongly Disagree (5) responses show a small group that lacks confidence, suggesting opportunities to provide targeted support or resources.

14.I have several ways to accomplish the work goal.

**Table No. 14**

Particulars	Frequencies	Percentile
Strongly Disagree	0	0
Disagree	3	6
Neutral	5	10
Agree	24	48
Strongly Agree	18	36

**Graph No. 14**



**Interpretation:**

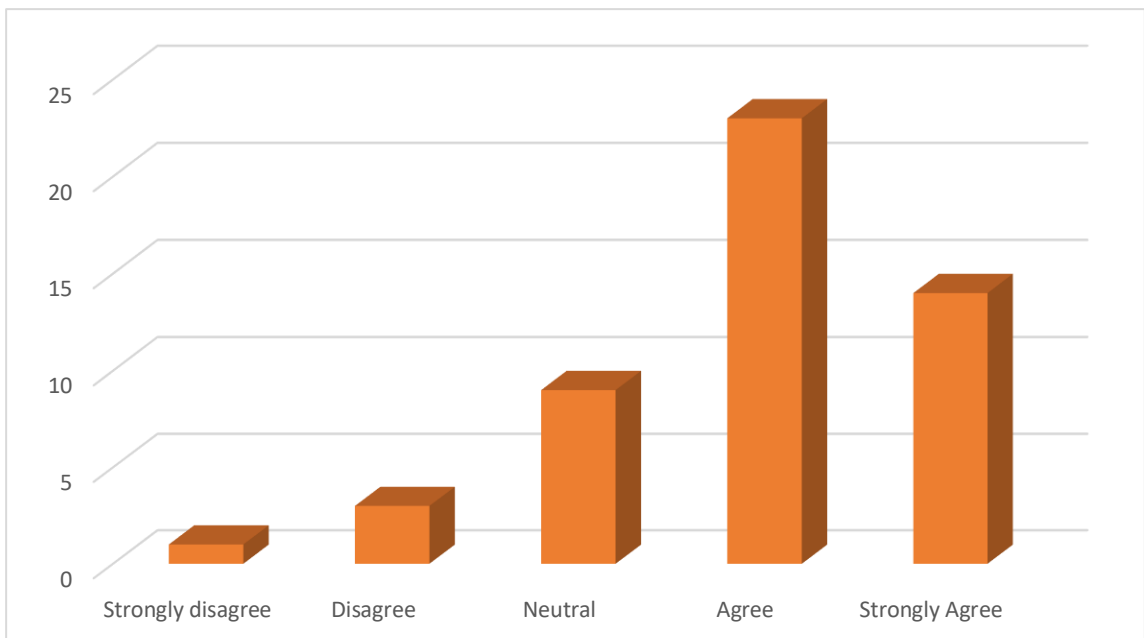
A strong majority, Agree (24) and Strongly Agree (18), believe they have several ways to achieve their goals. Few employees are Neutral (5) or Disagree (3), showing most feel resourceful and adaptable.

15. At work, I always find that every problem has a solution.

**Table No. 15**

Particulars	Frequencies	Percentile
Strongly Disagree	1	2
Disagree	3	6
Neutral	9	18
Agree	23	46
Strongly Agree	14	28

**Graph No. 15**



**Interpretation:**

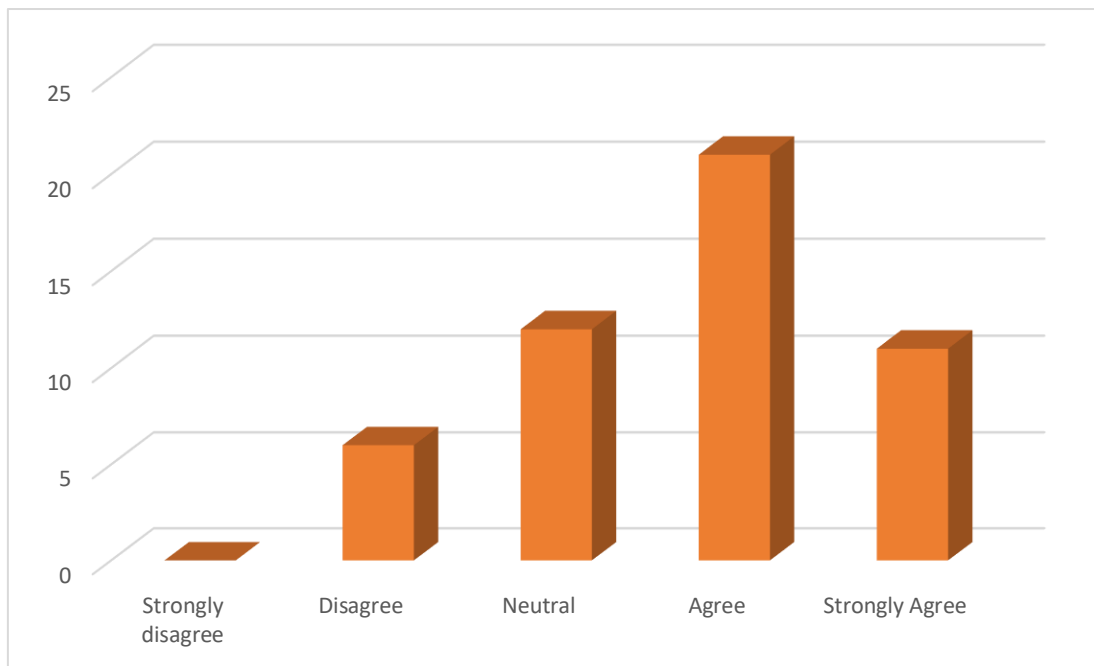
Most employees agree (Agree: 23, Strongly Agree: 14) that they can find solutions to workplace problems. However, Neutral (9) and Disagree/Strongly Disagree (4) responses highlight some uncertainty, pointing to possible training needs in problem-solving.

16.I am undiscouraged and ready to deal with difficulties at work.

**Table No. 16**

Particulars	Frequencies	Percentile
Strongly Disagree	0	0
Disagree	6	12
Neutral	12	24
Agree	21	42
Strongly Agree	11	22

**Graph No. 16**



**Interpretation:**

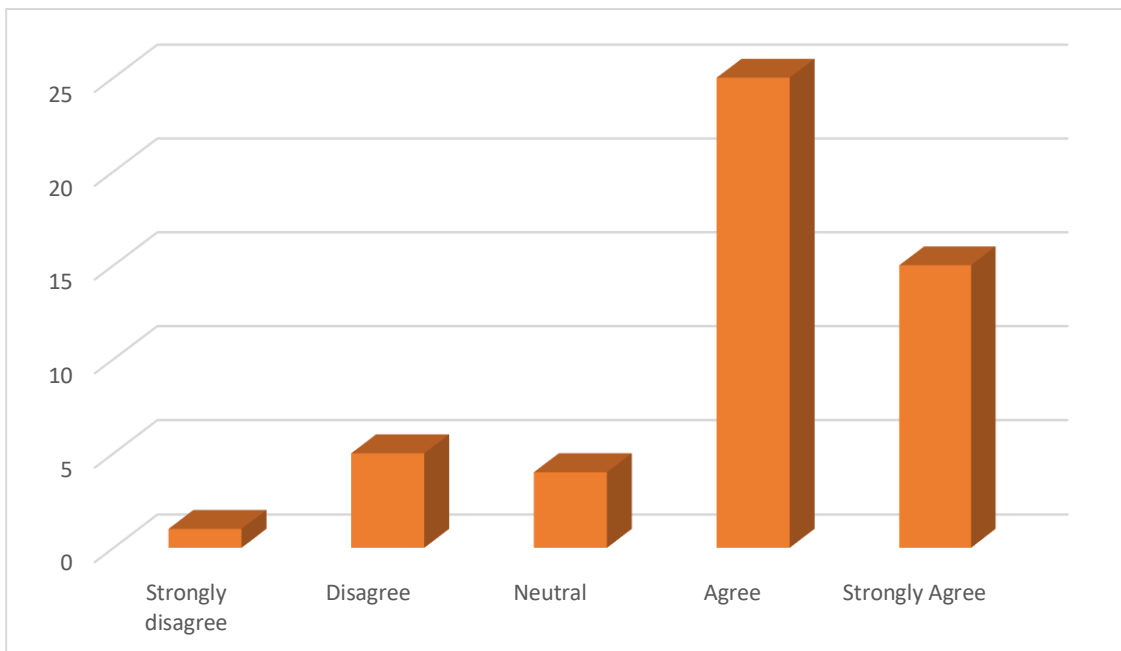
While a majority agree (Agree: 21, Strongly Agree: 11) that they are undiscouraged in handling challenges, a significant Neutral (12) group suggests some hesitancy. Disagree (6) responses indicate that a portion of employees might struggle under pressure, emphasizing the need for resilience-building initiatives.

17.I feel confident presenting information to a group of colleagues.

**Table No. 17**

Particulars	Frequencies	Percentile
Strongly Disagree	1	2
Disagree	5	10
Neutral	4	8
Agree	25	50
Strongly Agree	15	30

**Graph No. 17**



**Interpretation:**

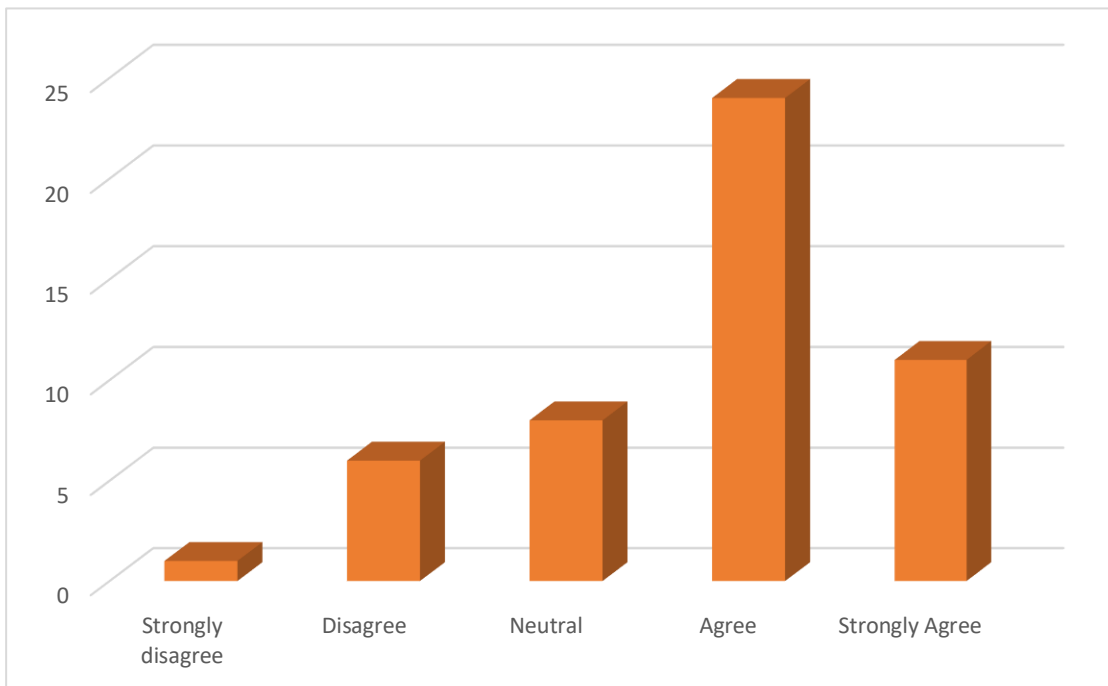
A strong majority, Agree (25) and Strongly Agree (15), feel confident presenting to peers. Disagree (5) and Neutral (4) responses suggest a small group might benefit from public speaking or communication training.

18.If I should find myself in a jam at work, I could think of many ways to get out of it.

**Table No. 18**

Particulars	Frequencies	Percentile
Strongly Disagree	1	2
Disagree	6	12
Neutral	8	16
Agree	24	48
Strongly Agree	11	22

**Graph No. 18**



**Interpretation:**

Most respondents agree (Agree: 24, Strongly Agree: 11) that they can think of many solutions when stuck. Neutral (8) and Disagree/Strongly Disagree (7) indicate a need for more creativity or problem-solving skill development.

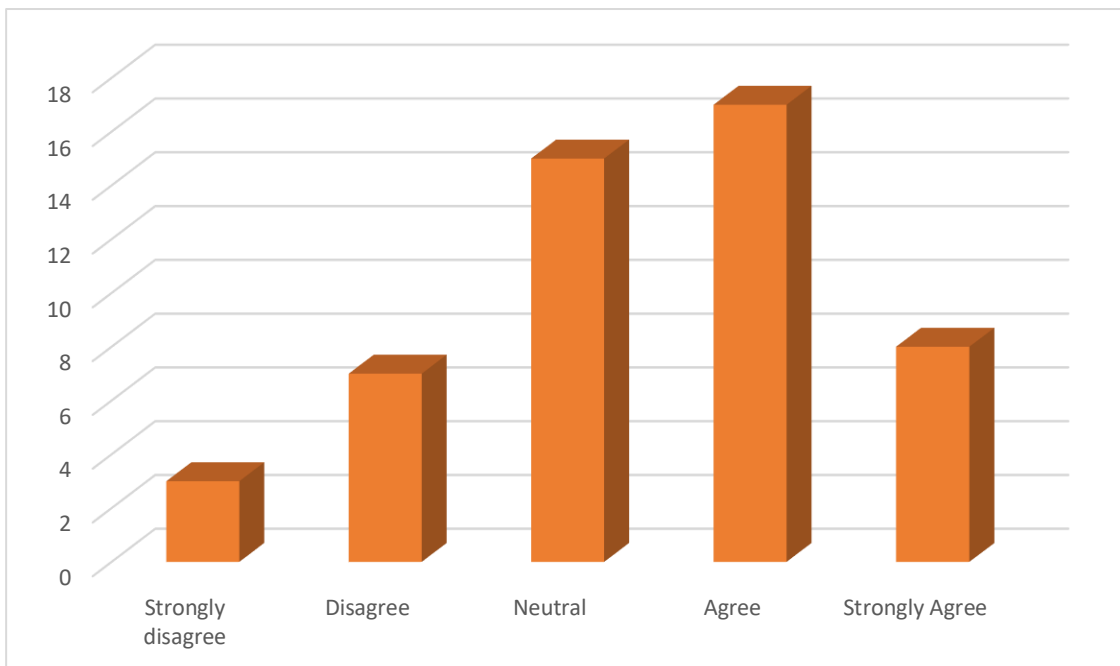


19.I usually take stressful things at work in stride.

**Table No. 19**

Particulars	Frequencies	Percentile
Strongly Disagree	3	6
Disagree	7	14
Neutral	15	30
Agree	17	34
Strongly Agree	8	16

**Graph No. 19**



**Interpretation:**

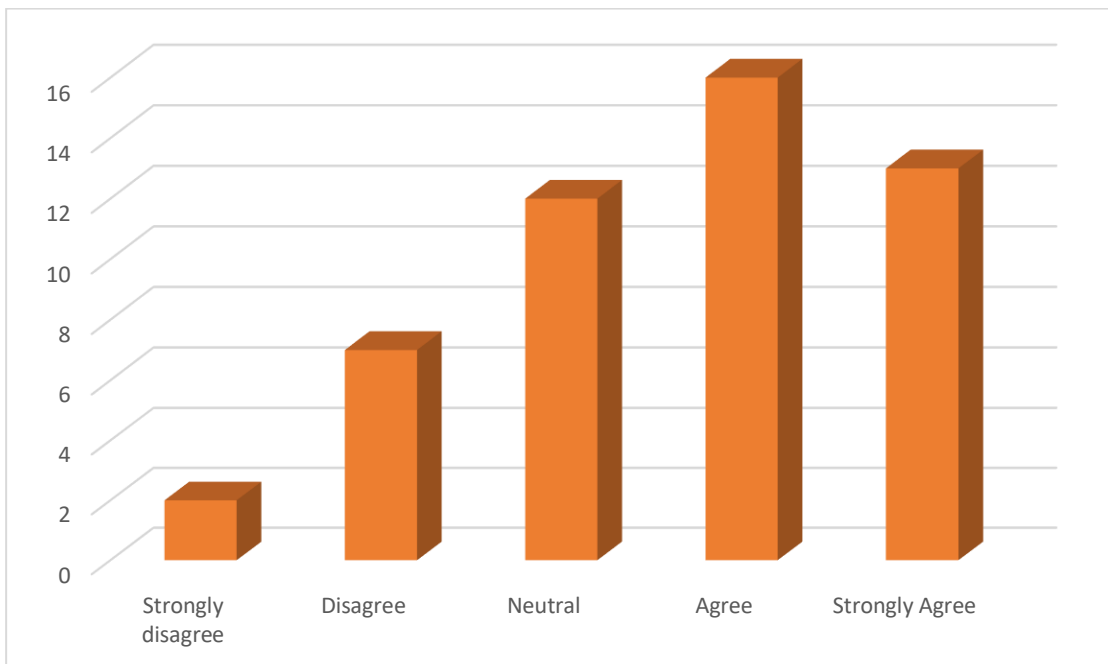
The responses are mixed: while Agree (17) and Strongly Agree (8) responses show some employees handle stress well, Neutral (15) and Disagree/Strongly Disagree (10) responses highlight a significant portion who may struggle. Stress management programs could help this group.

20. I'm optimistic about what will happen to me in the future as it pertains to work.

**Table No. 20**

Particulars	Frequencies	Percentile
Strongly Disagree	2	4
Disagree	7	14
Neutral	12	24
Agree	16	32
Strongly Agree	13	26

**Graph No. 20**



**Interpretation:**

Most respondents are optimistic about their work future (Agree: 16, Strongly Agree: 13). However, Neutral (12) and Disagree/Strongly Disagree (9) responses suggest that some employees might need clarity or motivation regarding their career growth.

## **FINDINGS**

1. **Supportive Culture:** Employees actively help each other, reflecting a collaborative and empowering workplace environment.
2. **Empathy and Listening:** While employees value listening to colleagues, efforts are needed to strengthen empathetic communication.
3. **Conscientiousness and Integrity:** High levels of responsibility and ethical behaviour show strong employee commitment and engagement.
4. **Improvement Areas:** Management can enhance OCB by improving support for new employees and clarifying organizational rules.
5. **Conflict Management:** Employees are proactive in preventing conflicts, showing resilience and strong social skills.
6. **Emotional Intelligence:** Awareness of how behaviour impacts others is present but could be further developed.
7. **Ethical Culture:** Employees respect colleagues' rights, demonstrating a solid ethical foundation that supports OCB.
8. **Engagement Barriers:** Low participation in non-mandatory meetings and organizational communications highlights the need for better strategies to encourage involvement.

## **RECOMMENDATIONS**

1. Focus on reducing unnecessary tasks and improving efficiency by creating clear Standard Operating Procedures (SOPs) to guide workflows and define OCB-related expectations.
2. Create manuals or guides that explain organizational policies and updates, ensuring all employees can easily access and stay informed.
3. Introduce mentorship programs and peer support groups to boost collaboration, knowledge sharing, and team morale.
4. Conduct workshops on emotional intelligence, active listening, and conflict resolution to build a more empathetic and harmonious workplace.
5. Use multiple channels like emails and newsletters to keep employees updated. Highlight the benefits of non-mandatory meetings to encourage participation.
6. Create programs to reward ethical behaviour and OCB, motivating employees and reinforcing a culture of integrity.
7. Use surveys and focus groups to understand employee perceptions about OCB and PsyCap initiatives, allowing for better adaptation of strategies.

## **CONCLUSION**

The primary objective of this research project was to investigate the impact of psychological capital on Organizational Citizenship Behaviour (OCB) within corporate settings. Specifically, the study aimed to explore how components of psychological capital—hope, resilience, optimism, and efficacy—affect employees' willingness to engage in behaviours that benefit their colleagues and the organization as a whole. Additionally, the research sought to identify potential gaps in existing knowledge regarding the mechanisms through which psychological capital influences OCB.

The analysis of survey results revealed several key findings. Firstly, a significant majority of employees demonstrated a strong willingness to help colleagues and take proactive steps to prevent interpersonal conflicts, indicating a supportive workplace culture. Furthermore, a high level of ethical behaviour was observed, with respondents affirming their commitment to respecting others' rights. However, mixed responses regarding engagement with non-mandatory activities and organizational communications highlighted areas for improvement. Overall, these findings suggest that higher levels of psychological capital are associated with increased OCB among employees.

The implications of these findings are substantial for organizational management and development. The strong correlation between psychological capital and OCB underscores the importance of fostering a psychologically healthy work environment. Practical applications include implementing training programs focused on emotional intelligence and conflict resolution, enhancing communication strategies regarding organizational changes, and promoting participation in non-mandatory activities. By addressing these areas, organizations can cultivate a more engaged workforce that contributes positively to overall performance and morale.

Despite the valuable insights gained from this study, several limitations must be acknowledged. The sample size was relatively small and limited to specific corporate settings, which may affect the generalizability of the findings across different industries or cultural contexts. Additionally, the reliance on self-reported data may introduce biases that could influence the accuracy of responses. Future research could benefit

from larger sample sizes and longitudinal studies to further validate these findings and explore causal relationships.

Overall, this research project highlights the critical role of psychological capital in enhancing Organizational Citizenship Behaviour among employees. By fostering an environment that nurtures hope, resilience, optimism, and efficacy, organizations can significantly improve employee engagement and collaborative behaviours. The contributions of this study provide valuable insights for practitioners seeking to enhance workplace culture and performance through targeted interventions aimed at developing psychological capital. Ultimately, investing in employees' psychological well-being is not only beneficial for individual growth but also essential for achieving organizational success in today's dynamic work environment.

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## Annexure

### Questionnaire

Dear Respondent,

I am Aasawari Chaudhari, pursuing my M.B.A. from SP Pune University. This study is being conducted purely for academic purposes as part of my curriculum.

All the information you provide will be kept completely confidential.

Thank you in advance for your participation. I am extremely appreciative of your time and effort.

### SECTION A – Demographic Profile

Please provide the following information

1. Gender –

Male  Female

2. Age (in years) - \_\_\_\_\_

3. Highest Educational Qualifications- (Please tick all that is applicable)

10<sup>th</sup>  12<sup>th</sup>  Diploma

Graduation  Please Specify \_\_\_\_\_

Post-Graduation  Please Specify \_\_\_\_\_

Any other, please Specify \_\_\_\_\_

4. Designation – \_\_\_\_\_

5. Department/ Industry - \_\_\_\_\_

6. Total Work Experience (in years) - \_\_\_\_\_



## SECTION –B

### Part – 1

**Instruction** - Considering all the work you do in a day, mark the degree to which you agree or disagree with the following statements.

1 – Strongly Disagree

2 – Disagree

3 – Neutral (Neither agree or disagree)

4 – Agree

5 – Strongly Agree

	STATEMENT	1	2	3	4	5
1	I willingly help colleagues who have work-related problems.					
2	I take time to listen to colleagues' problems and worries.					
3	I go out of my way to help new employees.					
4	I am one of the most conscientious employees.					
5	I believe in giving an honest day's work for an honest day's pay.					
6	I obey company rules and regulations even when no one is watching.					
7	I take steps to prevent problems with other employees.					
8	I am mindful of how my behaviour affects other people's jobs.					
9	I do not abuse the rights of others.					
10	I attend meetings that are not mandatory but considered important.					
11	I keep abreast of changes in the organization.					
12	I read and keep up with organization announcements, memos, etc.					

## Part 2-

**Instruction** - Please indicate the level of agreement you have felt in the following way during the past three months.

1 – Strongly Disagree

2 – Disagree

3 – Neutral (Neither agree or disagree)

4 – Agree

5 – Strongly Agree

	STATEMENT	1	2	3	4	5
1	I feel confident that I can accomplish my work goals.					
2	I have several ways to accomplish the work goal.					
3	At work, I always find that every problem has a solution.					
4	I am undiscouraged and ready to deal with difficulties at work.					
5	I feel confident presenting information to a group of colleagues.					
6	If I should find myself in a jam at work, I could think of many ways to get out of it.					
7	I usually take stressful things at work in stride.					
8	I'm optimistic about what will happen to me in the future as it pertains to work.					