Chapter 2

Review of Literature

In the recent past there is specific focus on the well being of the employee especially in the field of behavioural sciences (particularly in occupational health) as it impacts not only the organizational success but also different domains of the life of an employee. The concept of psychological capital has attracted a great deal of interest from both academics and practitioners and has been linked to employee attitudes, behaviour and performance at different levels of analysis. It has been found that subjective well being has been related to the individual life and the organizational success. In the same light, the organizational citizenship behaviour having its determinants viz. altruism, courtesy, sportsmanship, conscientiousness, and civic virtue have the impact on the success and efficacy of the organization. As the concept of organizational citizenship behaviours is a job behaviour of the employee outside his specific job role, it serves the support to both the social and psychological domains that has significant impact on the efficacy of the organization. As Indian banking sector is going under economic reforms the impact of psychological capital and subjective well being on organizational citizenship behaviour will yield significant economic growth in banking sector. Further, these variables also reflected a positive side of behaviour of organizations and when employees display these behaviours there are a great deal of potential positive developments for organizations, teams and the individuals themselves. Individuals who demonstrate psychological capital and subjective well being are, according to the literature, likely to display organizational citizenship behaviours. When all this is present, it will ultimately lead to employee wellness organizational positivity at workplace.

As discussed in the first chapter, the principal aim of this study was to contribute to the body of knowledge on positive constructs in the Indian banking sector, by investigating the relationships between psychological capital, subjective well being and organizational citizenship behaviour. It is projected that the development of a theoretical model incorporating these variables will contribute to improve employee wellness, efficiency and organizational development in banking sector
In the present chapter, the literature on the three main variables in the study: psychological capital, subjective well being and organizational citizenship behaviour is reviewed. Each construct will be defined along with the the origin of each construct will be discussed, as well as its antecedents and consequences. Further to this, the empirical studies on each construct will be discussed to show the current theory around the topic. The final section of the literature review will reflect on the empirical studies which have been conducted between the variables in the study, to highlight the possible existence of any relationships. A research gap regarding the relationships between these variables that currently exist, particularly in the Indian banking sector, emphasizing the importance of the current study shall be discussed. In light of the shift towards a positive paradigm, it is critical to reflect on how positive psychological capital, subjective well being and organizational citizenship behaviour can be developed for the benefits of Indian banking sector.

2.1 Psychological Capital

The field of positive psychology is increasing its interest in psychology and has given positive results in the field of organizational behaviour and its development (Snyder and Lopez, 2002). According to (McMohan, 2009), psychology has resolved psychological or emotional problems and has focused more on negative aspects or individual experiences, in contrast to positive aspects. Positive psychology has aimed to understand the dynamics of how individuals flourish at both individual and professional level (Seligman and Csikszentmihalyi, 2000). The positive psychology has shifted the interest from negative feelings to the positive aspects of individual personality. Further, (Gable and Haidt, 2005) defined positive psychology as the study of human happiness: the conditions and processes that contribute to the flourishing or optimal functioning of people, groups, and institutions, thus promoting the role of positive emotions and individual strengths that are towards success of the individual.

Luthans et al (2007) proposed that psychological capital of an individual’s is developed by hope, optimism, self-efficacy and resiliency which constitute a positive psychological state of an individual. Stajkovic and Luthans (2003) used four constructs of psychological capacities in core confidence factor for work motivation and psychological capital represented how hopeful, resilient, confident and optimistic employees are in their working conditions. Avey et al, (2009) found that the
integration of hope, efficacy, resilience, and optimism represented the core construct psychological capital. Luthans et al (2007) found that psychological capital was the study of positive organizational behaviour and its constructs emerged from positive psychological literature. Further, Luthans (2002) defined positive organizational behaviour as psychological capacities that can be measured, developed, and effectively managed for improving the performance of an individual that has positive human resource strengths. Thus, positive organizational behaviour can be defined as the relationship among the positive psychological capacities of an individual with the efficacy of the organization.

Luthans (2002) identified from positive psychology literature the various psychological capacities as self-efficacy, hope, resilience, and optimism as being relevant to positive organizational behaviour. Luthans et al (2007) defined psychological capital as “an individual’s positive psychological state of development and is characterized by: having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; making a positive attribution (optimism) about succeeding now and in the future; persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success”.

Avey et al. (2009) emphasized that psychological capital and its components are to be considered as state-like constructs as opposed to trait-like constructs and they have the developmental potential for an individual. Luthans and Youssef (2007) in their trait-state continuum explained the difference between state-like and trait like constructs whereas trait-like constructs refer to relatively stable psychological characteristics, at the other end of the continuum and its components tended to be malleable and open to development whereas state-like trait is open to development and improvement by using simple training interventions which can have long lasting impacts on performance of the employee. To include any variable in the conception of psychological capital, it should be based on the theory and research parameters having valid measurement and unique in the field of organizational behaviour state-like (Luthans, 2002a.b; Luthans and Youssef, 2004; Luthans et al, 2007). Also, the constructs of psychological capital were found to meet the above said inclusion criteria and can be developed to increase efficacy of the individual through training.
interventions. Psychological capital is a higher order core construct that integrates the various positive organizational behaviour criteria meeting capacities, not only additively but also perhaps, synergistically. The sum of the constructs of the psychological capital viz. self-efficacy, resiliency, optimism and hope are greater than the individual constructs itself. Thus, by investing in totality in psychological capital as whole shall be yielding better results in terms of satisfaction and efficacy than on the individual capacities alone (Luthans, et al 2007).

The impact of positivity or psychological capital at workplace was a concern of many researchers of positive psychology. According to (Avey et al 2008) the conventional wisdom over the years and recent research findings has supported the significance of positivity in the organization and its impact on work. The empirical analysis did not yield the potential of positive state positive state-like constructs such as psychological capital over the more established positive traits in predicting work attitudes and behaviours. Further, (Avey et al 2008) found that the negative behavioural aspects in the organization like cynicism, intentions to quit and counterproductive workplace behaviours were negatively related and the desired extra-role organizational citizenship behaviours were positively related to state-like psychological capital. The attitudinal and behavioural aspects in the demographics, core self-evaluation, and personality traits, person-organization fit and person-job fit of an individual were predicted to have unique variance due to psychological capital.

Luthans et al (2008) in their study investigated the mediating role of psychological capital and their constructs in the supportive organizational climate and employee performance and the results showed that a supportive climate is related to employees satisfaction and commitment where as employee’s psychological capital is positively related to their performance, satisfaction, and commitment. Thus the result of the study supported that employee’s psychological capital mediated the relationship between supportive climate and the performance of the employee.

Psychological capital was thus recognized as a positive psychological state that can be further developed by an individual and psychological capital is related to desired organizational outcomes (Luthans et al., 2007). The four constructs of psychological capital is discussed below:
Efficacy

Craig (2007) defined the efficacy as being confident in one’s own abilities and having trust in other people, in his/her plans or the future in a positive way. Luthans and Youssef, (2004) explained efficacy as an ability to mobilize the cognitive resources to obtain specific results in their psychological capital model. Bandura (1997) defined perceived self-efficacy as one’s beliefs in his capacity to categorize and accomplish the courses of action required to produce given outcomes. Further, (Maddux 2002) defined efficacy as the most important determinants of the behaviours people choose to engage in and how much they persist in their efforts in the face of obstacles and challenges.

Thus, efficacy was defined as beneficial cognitive process with certain openness to challenge, and a willingness to apply effort in the pursuit of a successful result even though the person expects a positive return on that investment. As dictated by the positive organizational behaviour framework, the concept of efficacy is quantifiable (Stajkovic and Luthans, 1998), developable (Bandura, 1997), and has a clear impact on performance.

Hope

Luthans and Youssef (2004) defined hope as having the willpower and pathways to attain one’s goals in their psychological capital model. Snyder et al. (1991), described hope as the two elements of motivational state as goal-directed strength of mind and planning to achieve individual’s goals when they interact with each other. Further, Snyder et al (2002) describe hope as a construct that can be enhance is quantifiable and have clear impact on performance of the individual.

Thus, hope was defined as wish to attain goals or aims which have impact on or relationship to motivation and the capability to conceive a strategy for attaining those goals or aims. A cognitive process of planning or scheduling of goal is involved along with affective process of goal attainment in hope.
Resilience

In today’s environment employees need to have the ability to bounce back from adversity, ambiguity, disappointment or failure. This capacity to bounce back is better known as resilience. Further, Sutcliffe and Vogus, 2003; Masten and Reed, 2005; Luthans et al., 2007a, in their respective studies suggested that for resilience to be inferred there must be two key considerations; that the individual is doing satisfactorily or better than satisfactorily when benchmarked against behavioural expectations; and that he / she has encountered a challenging situation that has placed good outcomes at risk.

Luthans and Youssef (2004) defined resilience as the capacity to bounce back from adversity, failure or even positive but seemingly overwhelming changes such as increased responsibility in their psychological capital model. According to Masten, (2001) resilience is defined as the good outcomes which an individual achieve even when serious threats to adaptation or development occurs in his/her life and resilience can be developed by having adaptive systems with cognitive learning process. Luthans et al. (2004) concluded that the resilience is built by having logical perception of reality, to a given circumstance responding with rationality and making a meaningful conclusion from the given set of events to built a relationship between present hardships to a better future.

Optimism

Seckinger et al., (2010) defined optimism as expecting the best favorable results in the future and always looking for the best in each circumstance in one’s life. The belief that the outcome of the event is likely to be positive rather than being influenced by an individual’s own decisions constituted optimism (Semmer and Meier, 2009). Further, Seligman (1998) defined optimism as an descriptive approach that characterized positive events to personal, stable and all-encompassing sources in one’s life while interpreting negative events in terms of peripheral, transitory and situation-specific factors.

Luthans and Youssef (2004) defined optimism as an approach to have positive aspects to internal and permanent causes while having negative approach to external and temporal events in one’s life in there psychological capital model. (Seligman,
described optimism in terms of the degree of durableness one perceives in a variable, and pervasiveness having its two dimensions. Later, Peterson and Luthans (2003) found that participants having pessimistic style did not improve in performance while those having an optimistic approach improved in performance on a test after a failure feedback. Seligman, (1990) described that the research evidence suggested that optimism can be developed within individuals.

2.2 Subjective Well Being

Diener (1984) defined the term subjective well-being as an employee’s self description of happiness which he has an overall experience in his/her. Lyubomirsky et al (2005) defined the meaning of happiness is used to signify the prevalence of positive affects such as joy, interest, and pride over the negative affects such as sadness, anxiety, and anger. Diener and Seligman (2004) described well-being as employee’s positive assessment of his/her life, which comprises of positive emotions, engagement, satisfaction, and meaning. An individual is having high subjective well-being if he/she is contented with his/her life-conditions, and experience regular positive emotions and occasional negative emotions. Myers and Diener, (1995) defined subjective well-being as the psychological term for “happiness” and is favored due to the many associations of the happiness with other factors.

Fisher (2010) defined happiness as happiness in the form of positive attitude associated with well being in the form of various pleasant moods and emotions in an individual. Diener and Biswas-Diener (2008) argued that it is difficult to define happiness as people have different sorts of idiosyncratic ideas about happiness which can lead to various arguments in defining the real happiness for an individual. Seligman (2002) defined happiness as the feeling by an individual that his/her life is good, is meaningful and worthwhile along with experiencing a sense of joy, satisfaction and well-being. Further, Uchida et al, (2004) defined happiness is a degree of a high ratio of positive feeling to the negative feelings an individual experiences in his/her life. Thus happiness has the characters of both positive and affective-emotional states of an individual. Ryan et al, (2008), concluded that though happiness has been defined in various ways the most prominent way of defining happiness is signified by two conventional perception in the literature: the divide between hedonic views of well-being versus eudaimonic views of well-being of an individual.
Wilson (1967) defined that a happy person is having a wide range of intelligence, is young, healthy, well educated, well-paid, extroverted, optimistic, worry free, religious, married person with high esteem, job morale and modest aspirations. Eid and Diener, (2004) defined subjective well being as individual’s cognitive judgments of life satisfaction as well as affective evaluations of moods and emotions which is a multidimensional evaluation of his/her life. Xing, (2005) suggested that “form” and “content” were the two elements of subjective well being and in content, subjective sell being is a positively satisfying state of existence and in the form, subjective well being is a kind of experience.

According to Neugarten et al, (1961); Shin and Johnson, (1978); Bradburn, (1969), subjective well being is a condition of life in which and individual experience more positive affect and less of negative affect which has been considered as a measure of life satisfaction. Diener, and Biswas-Diener, (2003), contended that now subjective well being has become an umbrella term that included separable components such as life satisfaction along with satisfaction with life domains of an individual such as work life, leisure life, family life, social life, love life; feeling positive affect most of the time; experiencing infrequent feelings of negative affect; and judging one’s life to be fulfilling and meaningful.

The subjective well being is comprised of two aspects i.e. affective part and cognitive part. The affective part is an experience of pleasure which resulted when an individual met his/her needs and the cognitive part is a relatively general opinion about individual’s life experiences. The affective part is related to a hedonic evaluation lead by emotions and feelings whereas the cognitive part is an information-based evaluation by an individual of his/her life. According to Bradburn (1969), happiness is a concept of finding various ways to enhance life by reducing negative part and increasing positive part in an individual’s life.

According to Ryan and Deci (2001) the subjective well-being was a branch of the positive psychology field and demanded the cultivation of positive emotions to ensure the best possible functioning and experience of individuals life experiences. Culbertson, et al, (2010) differentiated well-being of an individual into two aspects hedonic well-being and eudaimonic well-being; the hedonic aspect of well-being referred to the experience of subjective emotions such as happiness and the
experience of pleasure (thereby characterized by the presence of positive moods and the absence of negative moods) and eudaimonic well being involved more of cognitive approach by focusing on motivating the individual to achieve the desired goals thus contributing to positive emotions (Ryan and Deci, 2001). According to Uchida et al, (2004) and Diener et al, (1999) it was necessary to differentiate subjective well-being and happiness, as subjective well-being comprised a broad category of phenomena that includes people’s emotional responses, domain satisfaction and global judgments of life satisfaction and happiness implies a high ratio of positive to negative feelings. In present study, only subjective well-being is going to be assessed, as it included how an individual feel and think about his life by doing the subjective self-evaluation.

Diener et al, (2003) and Shmotkin, (1998) concluded that subjective well being was the combination of positive and negative affects in an individual’s life along with the life satisfaction he/she evaluate through his/her subjective experiences, and is often equated with what generally people call happiness. The various construct to establish individual’s subjective well being set points were personality which included extraversion and neuroticism aspects of personality (Cummins et al, 2002; Emmons and Diener, 1985) and positive and negative affects (Diener, 2000; Emmons and Diener, 1985) and the constructs of personality and affect were also highly related with each other. Emmons and Diener (1985) established that negative affect (unpleasant emotions such as anger and fear) contributed variance to neuroticism where as positive affect (pleasant emotions such as joy and happiness) contributed considerable variance to extraversion. It was found that subjective well being was related to positive affect (Diener 2000). Thus it was concluded that people high in neuroticism and negative affect have lower level of satisfaction in their lives than people high in extraversion and positive affect.

2.3 Organizational Citizenship Behaviour

The relationship of job satisfaction with job performance has its roots of organizational citizenship behaviour and this was studied by pioneer work of Bateman and Organ, 1983; Smith et al., 1983; and Organ, 1988. From these researches it was concluded that job satisfaction influenced employee’s performance in the organization which is the discretionary behaviour as referred in organizational citizenship behaviour.
According to Organ (1988), defined organizational citizenship behaviour, as “the voluntary behaviour of a person that is not a part of the individual’s formal job description; is not directly or clearly acknowledged by the formal reward system and that cumulatively enhances the functioning of the organization”. In simple words it is the duty which is performed by the employee above and over the call of his duty and beyond the job expectations as laid by the organization. This is defined as extra-role behaviour (Organ, 1988).

Organizational citizenship behaviour has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. Organizational citizenship behaviour referred to something that individual did spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is optional. Organizational citizenship behaviour may not always be directly and formally recognized or rewarded by the company, through salary increments or promotions for example, though of course organizational citizenship behaviour may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, organizational citizenship behaviour must ‘promote the effective functioning of the organization’ (Organ, 1988).

Currently, the most popular dimensions used to measure OCB are found in the 5 factor model (Organ, 1988): Altruism: being helpful; Courtesy: being polite and courteous; prevent conflict; Conscientiousness: doing more than just the minimum; attention to detail (prevent/ minimize error); Civic Virtue: showing interest and involvement (e.g. keeping up to date) with the organization; defend organizational policies and practices and Sportsmanship: tolerating less-than-ideal conditions; accepting of changes and performs requests without complaints.

Altruism and courtesy have been grouped into individual-directed behaviour (OCB-I), while the last three are organization-directed behaviour (OCB-O) (Williams and Anderson, 1991). There are questionnaires designed targeting each of these constructs – items such as ‘I help my colleagues out wherever possible’ would be OCB-I (altruism) while ‘I don’t mind staying back late to finish up my work even if I’m not paid’ would be an example of OCB-O (sportsmanship). These surveys can be
administered across time to monitor OCB in the workplace, or to assess the effectiveness of interventions. These constructs are also useful in terms of looking at OCB as having separate facets. You may find that your office is, for example lacking more in OCB-O than OCB-I, and choose to specifically target and promote OCB-O factors, such as improving civic virtue by encouraging workers to attend non-compulsory meetings Williams and Anderson (1991).

Graham (1991) recognized that one of the criticisms of Organ’s definition was the specification of behaviour being extra-role and this was overcome by conceptualizing organizational citizenship behaviour as a broad range of behaviours based on political theory to include obedience, loyalty and participation. However, although organizational citizenship behaviour has been defined in many different contexts and backgrounds, there was consistencies in the way organizational citizenship behaviour have been defined in the literature to date. Organizational citizenship behaviour is generally referred to as extra-role behaviour. (Jacqueline et al, 2004) also referred to organizational citizenship behaviour as being extra-role behaviour – behaviour that is not officially required by the organization and does not form part of requirements of the job; rather its practice depends on the consent of employee.

Podsakoff et al. (2000) captured all the behaviours into seven different themes:

1. Helping behaviour means voluntarily helping others. Altruism is the predecessor of helping behaviour.
2. Sportsmanship refers to maintaining positive attitudes and willingness exhibited by the employees to sacrifice own interests for the sake of organization or for the larger interest of the organization.
3. Organizational loyalty not only means being loyal to the organization, but also making a sincere effort to promote positive image of the organization to the outsiders.
4. Organizational compliance implies obeying company rules, regulations and procedures, being a good employee and steward.
5. Individual initiative means being proactive. It refers to making sincere efforts to improve work outcomes and encouraging others to do so.
6. Civic virtue refers to taking part in the political membership of the organization, engaging in policy issues and monitoring on behalf of the community.

7. Self-development means efforts undertaken by the employee voluntarily to improve oneself in terms of knowledge, skills and abilities to expand the contribution to the organization

When reflecting on the varying forms of organizational citizenship behaviour that had been identified through the literature examination by Podsakoff et al. (2000), it became evident that these behaviours fall into the categories as discussed above.

2.4 Psychological Capital and Subjective Well Being

According to Page, (2005), certain psychological mechanisms such as optimism and self-efficacy had the propensity to work together to hold our evaluation of life satisfaction at a generally positive level. The optimism and self-efficacy which are constructs of psychological capital are viewed as psychological constructs rather than psychological mechanisms having relation with well-being of an individual (Culbertson et al, 2010). This research supported the contention that positive cognitive resources inherent in the psychological capital dimensions were associated with the positive affective experience of well-being (Culbertson et al, 2010). Avey et al (2009) focused on hedonic well-being i.e. hedonic happiness and positive emotions. And found that the psychological capital is related to well-being and explained variance in well-being. Culbertson et al, (2010) conducted a study to investigate the relationship between psychological capital and hedonic and eudemonic well-being, and found that Psychological Capital was related to both types of well-being. Thus orientations to happiness represented an integration of hedonic and eudemonic well-being and therefore it can be hypothesized that happiness and psychological capital are related.

Singh and Talwar (2009) examined the relationship between psychological capital and subjective well-being in science and technology organizations. The results showed that there is significant positive correlation among all the dimensions of psychological capital and subjective wellbeing. Cole et al (2009) examined the relationship between work, wellbeing and psychological capital and results showed
that a person's ‘psychological capital’ (personality traits that influence the productivity of labour) influences the impact of unemployment on wellbeing and facilitates re-employment.

Singh and Choubisa (2009) conducted a comparative analysis of positive psychological capital amongst public and private sector employees and the results showed that private employees have merged supreme in the comparative profiling of the psychological capital dimensions and overall psychological capital.

Avey et al (2010) examined the impact of positive psychological capital on employee well-being over time. The recently recognized core construct of psychological capital (consisting of the positive psychological resources of efficacy, hope, optimism, and resilience) has been demonstrated to be related to various employee attitudinal, behavioural, and performance outcomes. The results indicated that employees psychological capital was related to both measures of well-being and, importantly, that psychological capital explained additional variance in these well-being measures over time.

Davidson et al, (2009), research indicated that hope exerted positive influence on subjective well-being and on psychological well-being as well. Park et al, (2004) found that individuals having high level of hope tend to have a positive view about the future and resulted in this belief that they have a positive viewpoint about themselves that would help in the increase of their motivation with great sense of confidence.

Anderson (1996) found that optimism is positively associated with adaptive coping and negatively correlated with negative emotions, which in turn can increase well-being of an individual. Likewise people with high self-efficacy believed in themselves and they are confident to achieve what they want and due to this they have been found to experience higher subjective well being than people who have low self-efficacy (Caprara and Steca, 2005; Lent et al., 2008). According to Lent (2004) self-efficacy is the significant predictor of subjective well being. Shanggui and Yuehua (2004) investigated the general self-efficacy and subjective well-being and their relations in low SES college students in China and results indicated that college students with low SES scored significantly lower on general self-efficacy and subjective well-being and they found non-significant gender differences. Alfonso (2013) found that the relationship between subjective well being and self-efficacy yielded significant positive correlation among adolescents of private colleges.
According to Hooda et al, (2010), subjective wellbeing as potential psychological capital encompasses one’s perception and feelings of emotional wellbeing which included positive and negative affects, life satisfaction, and happiness; psychological wellbeing i.e. self acceptance, personal growth, purpose in life. Some factors affecting positivity of employees other than their wellbeing and job satisfaction were related to their employment characteristics whether they were gainfully employed or not.

Vacek et al, (2010) in their study examined hope, optimism, self-esteem, social support, stress, and indices of subjective wellbeing and showed that efficacious, optimist and hopeful adolescents are having more appositive affect, transcendence, confidence in coping, family concern etc. Ferguson and Goodwin (2010) studied how psychosocial resources may improve well-being for older adults and the results showed that the optimism was found to be a predictor of both subjective and psychological well-being, and perceived social support was found to mediate the relationship between optimism and subjective well-being, but not psychological wellbeing.

2.5 Psychological Capital and Organizational Citizenship Behaviour

Avey et al, (2009) suggested that individuals with elevated levels of psychological capital were more likely to engage in organizational citizenship behaviour than individuals with lower levels of psychological capital and employees who were positive seem to demonstrate more organizational citizenship behaviour than employees who are negative. Lifeng (2007), found that psychological capital had a positive impact on employee’s organizational citizenship behaviour and that psychological capital is related to organizational citizenship behaviour. Isen and Daubmen (1984) found that organizational citizenship behaviour can be encouraged by positive emotions in individuals. Fredrickson’s Broaden-and-Build theory of positive emotions (1998) provided support for the relationship between organizational citizenship behaviour and psychological capital.

Avey et al (2008) mentioned that the employees with excellence in psychological capital have a high possibility of helping co-workers or behaving favorably towards other people, thereby being excellent even in organizational citizenship behaviour. Also, Luthans (2008) claimed that a rise in employees
psychological capital led to the development of an environment where the organization is more supportive of employees, which in turn allows employees to have a positive image of the organization, resulting in a rise even in organizational citizenship behaviour. Avey (2011) found that the employees psychological capital have significant positive effects on organizational citizenship behaviour. Alessandri (2012) categorized positive orientation in terms of self-esteem, life satisfaction and optimism, and examined how positive orientation significantly affected organizational citizenship behaviour. George and Brief (1992) mentioned that employees positive psychological status has a direct relationship with intention of helping co-workers or superiors.

Floman (2012) claimed in his study that employees hope significantly affects employees citizenship behaviours through employees job engagement. Youssef and Luthans (2007) found that resilience has great influence on employees devotion by inducing their positive behaviours in an organization. Also, Van Dyne et al. (2000) asserted that organizational-based self-esteem positively affected employees citizenship behaviours, and optimism had a positive relationship with Organizational Citizenship Behaviour. Lastly, Niranjana and Pattanayak (2005) and Tisak et al (2012) indicated that optimism has a significant effect on employee’s citizenship behaviour.

2.6 Subjective Well Being and Organizational Citizenship Behaviour

According to Avey et al, (2008) and Miles et al (2002) employees who were happy were more likely to perform organizational citizenship behaviour by having a tendency to be more helpful to other employees and colleagues whom they work with and they tend to be more respectful to other people. According to Isen (1984) people who felt happy engaged in altruistic, empathetic, or courteous behaviours and found organizational citizenship behaviour which can be encouraged by positive emotions which they may choose to engage in behaviours that make them continue to feel happy in the organization. Diener and Seligman, (2002) found that positive emotions have the propensity to develop flourishing social interactions and helped in maintaining relationships with others which is reflected as organizational citizenship behaviour among the employees.
In line with Fredrickson’s (1998) Broaden-and-Build theory, positive emotions broaden the scope of attention, cognition, and action, and have the potential to build physical, intellectual, and social resources. Such broadening of thought repertoires allowed individuals to be more prone to tolerate that hassles and annoyances of organizational life without complaining and filing grievances (sportsmanship) and to get involved in organizational activities to assist and improve the organization (civic virtue). Borman et al, (2001) found that when happiness was measured by positive emotions a direct correlation existed with predicted organizational citizenship behaviour while when happiness was measured with negative emotions an inverse correlation existed with organizational citizenship behaviour.

2.7 Empirical studies on the relationship of constructs

A number of empirical studies have taken place over the past decade researching the antecedents and consequences of psychological capital, subjective well being and organizational citizenship behaviour as well as their relationships with each other and other variables. Some of these studies are summarized below to give an indication of the various aspects of study of these variables which have been examined to date.

Avey et al (2010) found that the four core construct of psychological capital (psychological capital) had been related to various employee attitudinal, behavioural, and performance outcomes. In their research paper they analyzed the relationship between psychological capital and psychological well being over time. The research was conducted on 280 employees over a period of time. psychological capital was measured using the PCQ-24. psychological capital is a higher order construct, consisting of four subscales, each comprised of six items each for a total of 24 items. The index of psychological well being and the general health questionnaire were used to measure psychological capital and well being among the employees. The psychological well being was measured based on the scale used by Berkman. The second well-being measure used in this study was the 12-item general health questionnaire. Descriptive statistics were computed for the variables in this study and to test the first hypothesis assessing the relationship between Psycap and the two measures of psychological well being, bivariate correlations were calculated. The
variable means, standard deviations and the bivariate correlations were calculated. The results indicated that psychological capital was a measure of well-being and there was additional variance in well-being over time.

Luthans et al (2007), conducted two studies to analyze how hope, resilience, optimism, and efficacy individually and as a composite higher-order factor predicted work performance and satisfaction. In the first study a sample of 404 management students was taken while in second study a sample of 115 engineers and technicians were taken along with 144 employees from a service insurance firm. The psychological capital was measured using the PCQ-24. The first study used a 4-item self-rated performance measure while the second study used actual performance measures by independently measuring the performance of the employees. To measure the job satisfaction Hackman and Oldham scale was used. The confirmatory factor analysis (CFA) was conducted on the data for the first study. The CFA supported the proposed higher-order factor structure for the overall psychological capital measure. The results from first study provided psychometric support for a new survey measure designed to assess each of these 4 facets, as well as a composite factor. The results of second study indicated a significant positive relationship regarding the composite of these 4 facets with performance and satisfaction. To examine the unique variance contributed by psychological capital in predicting job satisfaction, hierarchical regression analysis was performed. The results for second study provided preliminary discriminant validity support between psychological capital and other constructs such as personality traits (Conscientiousness and Extraversion) and core self-evaluations, as well as criterion validity for psychological capital with job satisfaction. The results from second study also indicated that the composite factor may be a better predictor of performance and satisfaction than the 4 individual facets. The limitation of the first study was that it was conducted on college students and another limitation recognized in this research was the cross-sectional research design with correlational relationships used to assess the relationship of psychological capital with performance and job satisfaction. One drawback of research designs was that because of issues such as common method variance, the relationships between each of the four components may be artificially increased.
Luthans and Youssef (2004) analyzed the concept of psychological capital by investing it in people for competitive advantage. The traditional capital human capital and social capital along with their impact on competitive advantage were analyzed in the paper. The impact of financial capital, physical capital and technological capital were analyzed. The four basic constructs of psychological capital viz. hope, self-efficacy, optimism and resiliency were conceptualized and their total impact as a whole (as psychological capital) on the productivity of the people were analyzed. The efficacy construct was defined as belief in the individual’s capacity to organize cognitive resources to get desired results. The hope construct was defined as comprising the pathways and willpower to achieve individual’s desired results. The optimism construct was defined as possessing the descriptive approach that characterized internal, permanent and pervasive causes to positive events in an individual’s life. The resiliency construct was defined as possessing the ability to bounce back from failure, adversity or even overwhelming positive challenges. The psychological capital was considered as a higher order construct as it was unique, measurable, developable and is impactful on performance. Further it was analyzed that for competitive advantage, every organization needs to adapt its psychological capital development and management approaches to its own situation and realities, making it unique and organization-specific. The psychological capital also meets the cumulative and interconnected criteria of competitive advantage. It was concluded that the predominantly negative theories that we hold about human behaviour and motivation in organizations need to give way to positively oriented strength-based management that focuses on developing human, social and psychological capital to achieve their full potential. Lastly it was proposed that the positive psychological capital management in particular can effectively channel people’s talents, strengths and psychological capacities toward achieving worthwhile productive, ethical, sustainable outcomes and result in competitive advantage.

Luthans et al (2004) analyzed the concept of psychological capital beyond human and social capital. In this research they analyzed the meaning and capacities of positive psychological capital. The confidence construct of psychological capital was defined as individual’s conviction about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context. The hope construct was defined as a positive motivational
state that is based on an interactively derived sense of successful (a) agency (goal-oriented energy) and (b) pathways (planning to meet goals). The optimism construct was defined as possessing the descriptive approach that characterized internal, permanent and pervasive causes to positive events in an individual’s life. The resiliency construct was defined as possessing the ability to bounce back from failure, adversity or even overwhelming positive challenges. The psychological capital was considered as a higher order construct as it was unique, measurable, developable and is impactful on performance. Further, the various ways in which psychological capital can be developed was discussed and the prominent were: Set and clarify organizational and personal goals that are specific and challenging. Include numbers, percentages, and target dates to help with goal specificity, and form difficult but not impossible stretch goals to help make the process challenging but doable. Use “stepping method” to break goals down into manageable sub-steps that will mark your progress and create the direct experience of at least small “wins” and successes. Develop at least one alternative or contingency pathway to your goal with an accompanying action plan. Put as much thinking and effort into developing pathways and action plans for the goal as went into setting it. Acknowledge enjoyment in the process of working toward goals, and do not focus solely on the final attainment. It was concluded that with human capital now making an important contribution to competitive advantage for today’s organizations, the time has come to refine and advance social capital and the newly proposed positive psychological capital. “Who I am” can be just as important as “what I know” and “who I know.” The contributions that confidence, hope, optimism, and resilience can make to positive psychological capital deserve special attention. The practical guidelines proposed show how these four dimensions—as well as others for the future—can be developed and managed to affect desired performance outcomes in productivity, customer service, and retention. In moving beyond human and social capital to positive psychological capital, the full force of the importance of the human factor can be better recognized and used in meeting the tremendous challenges faced by organizations now and in the future.

Luthans et al (2006) analyzed the psychological capital intervention (PCI) and its financial impact and return on investment. In PCI, three-pronged strategies were used as embedded in a goal-oriented framework, which includes goal design, pathway generation, and overcoming obstacles. The micro-intervention sessions lasted from 1
to 3 hours depending on the number of participants began with participants identifying personally valuable goals that they will use throughout the session. Once they have recorded these goals, the facilitator explains the ideal design for such goals includes: (1) concrete end points to measure success; (2) an approach (rather than an avoidance) framework, which allows participants to positively move toward goal accomplishment as opposed to away from desired goals (e.g., work toward quality targets instead of avoiding product rejects); and (3) the importance of identifying sub-goals in order to reap the benefits of even small ‘wins’. The results showed that psychological capital appears to be a core construct where the whole is greater than the sum of its parts. This gestalt phenomenon is also found in the way our micro-intervention is operationalized—the participants experience a result greater than the sum of the four components of the training. The management students were randomly assigned to experimental and control groups. These subjects’ psychological capital was measured before and after the experimental and control interventions by our recently developed 24-item psychological capital questionnaire (PCQ). Further to ascertain the impact of psychological capital on increasing participant’s psychological capital 74 engineering managers were selected and cost of keeping an employee on the payroll (i.e., two times salary to account for benefits and some indirect expenses), as a conservative estimate of an employee’s productivity or contribution, the actual per cent increase in psychological capital from the PCI were conducted, and the actual correlation between participants’ psychological capital and their performance outcomes was done. The results showed that psychological capital has impact on economic and financial capital. It was concluded that the psychological capital and micro-intervention were at least worth ‘incubating’ for the future.

Avey et al (2013) studied whether or not the similarities between employees and their leaders’ psychological capital adds to the understanding of person-organization fit, employee engagement, and job satisfaction. In this a sample of 1002 working adults were taken. The independent variable was taken psychological capital and dependent variables were taken Organizational Fit, Job Satisfaction and Employee Engagement. The psychological capital was measured by using PCQ-24, Organizational fit was measured utilizing Lee and colleagues’ 6-item scale, Job Satisfaction was measured using a three-item scale adapted from Hackman and Oldham and Employee engagement was measured using the 13-item employee
engagement scale developed and utilized by May and colleagues. The polynomial regression, congruence analysis and descriptive analysis were used to know the similarities among the variables. The results indicated that the study indicate that the level of psychological capital similarity between leaders and followers may be influential in how workers perceive their fit with the organization. The results indicated that the insights to understanding person-to-organization fit are enhanced when employees and leaders’ psychological capital levels are similar. While the concept of fit between employees and their work environment was not new, this is the first empirical assessment considering the extent of psychological capital similarity between leaders and followers as it relates to person-to-organization fit. One of the implication of these results were that past demographic, values, goals, and personality studies can be extended to include individual level positive psychological variables such as strengths, abilities, skills and now psychological capital. Therefore, findings from this study suggested that managers who hire employees with similar levels of psychological capital may find higher levels of person-organization fit, employee engagement, and job satisfaction. In other words, while previous research has clearly found that employee psychological capital is related to workplace outcome, research suggested it is not only the score of psychological capital that counts (e.g., higher is better) but that the degree of similarity between employee and leader psychological capital may also affect individual functioning in organizations. Thus when employees are high in psychological capital and leaders are low, there can be dysfunctions at the individual level and the employee may have more negative evaluations of both their work environment and the likelihood of future success.

Avey et al (2009) examined the relationship between psychological capital (comprised of hope, optimism, efficacy and resilience) and employee performance. The study included two samples in a large financial firm headquartered in Melbourne, Australia. The study 1 included 345 tellers of a large banking firm and the both manager rated performance and referral performance was captured for measuring employee performance. This rating was taken after six weeks of psychological capital measure. The PCQ-14 was used to measure employee’s level of psychological capital. The regression analysis was administered and the results showed that the psychological capital was positively related to manager rated performance and referral performance. The results also supported that the psychological capital was positively
related to objective performance outcomes. In the study 2 the sample of 109 franchisees were taken of independent contractors who had contracted with the host firm to sell financial services including accounts, investments and home mortgages. The PCQ-14 was used to measure employee’s level of psychological capital. The Confirmatory Factor Analysis (CFA), correlation and regression analysis was applied on the data and the results showed that results showed that the psychological capital was positively related to manager rated performance and referral performance. The results also supported that the psychological capital was positively related to objective performance outcomes. The paper showed that psychological capital was associated with multiple measures of employee performance across two field studies. In conclusion, empirical research in positive organizational behaviour is likely to advance to the boundaries of the theory including how psychological capital manifests across multiple contexts, bio-data predicting psychological capital and multi-level issues such as team, group, organizational and even cultural psychological capital.

Shahnawaz and Jafari (2009) studied the relationship of psychological capital with organizational commitment and organizational citizenship behaviour. The study was conducted on public and private organization. The sample comprised of 160 junior and middle level managers, by taking 80 each from two organizations. The psychological capital was measured on four different scale hope was measured by Snyder et al scale, resiliency by Neil and Dias scale, self efficacy by Jerusalem and Schwarzer ‘s scale and optimism was measured by Scheier & Carver’s scale. Organizational commitment was measured by Allen and Meyer’s scale and organizational citizenship behaviour by a scale developed by Chattopaadhyay. The mean, standard deviation and t-values of different dimensions of psychological capital were measured on both private and public organizations. The results showed that apart from the resilience all other dimensions of psychological capital were significantly differ in the organizations that all the dimensions of psychological capital were significantly different in the two organizations. The regression analyses showed that amount of variance in the criterion variable is not significant as indicated by insignificant F, thus psychological capital as a whole couldn’t predict organizational commitment and organizational citizenship behaviour in both the organizations. It was concluded that if organizations cultivate organizational culture
in a positive way, it will develop psychological capital in the organizations which can lead to help the organizational bottom line. The results of the study also showed that psychological capital differently influences organizational commitment and organizational citizenship behaviour in public and private organizations. As psychological capital is related to many other personal and organizational outcomes, it is imperative for the organizations to invest in developing psychological capital to really harness its benefits both for the employees and also for itself.

Jung and Yoon (2014) studied the impact of employee’s psychological capital on Job Satisfaction and organizational citizenship behaviour (organizational citizenship behaviour) in hotel. The study also further analyzed the impact of Job Satisfaction on organizational citizenship behaviour. The data was collected 324 employees from the deluxe hotel employees in Seoul. The psychological capital was measured by using PCQ-24, the Job Satisfaction was measured using scale from Spector and Yang (2010). The organizational citizenship behaviour was measured Podsakoff and MacKenzie scale. All measures were subjected to confirmatory factor analysis (CFA). Statistical procedures used to validate measures included evaluation of dimensionality, reliability and validity. Finally, structural equation modeling (SEM), using AMOS 5.0 (maximum likelihood method), was conducted to test the proposed measurement model, and multiple regression analyses were employed to test the relationships among the study constructs. The findings showed that employees hope and optimism among psychological capital have a significant effect on their Job Satisfaction while their hope and resilience affect organizational citizenship behaviour. Employees Job Satisfaction was positively associated with their organizational citizenship behaviours. It was verified that psychological capital was an important performance factor that could improve hotel employees attitudes and organization’s effectiveness. Employees with high psychological capital were high in satisfaction with job, positively helped co-workers or superiors, and had high possibility of doing devotional action for organization. Accordingly, there will be a need of forming favorable working atmosphere so that employees can perform job with positive psychology, and of seeking diverse support programs such as counseling program or leisure activity.
Ziyae et al (2015) studied the effect of psychological capital on innovation in Information Technology. The study was conducted on 132 managers and employees working in Agriculture Bank in Iran. The study examined the effect of the four constructs of psychological capital viz. hope, self-efficacy, optimism and resilience on innovation in IT. Out of the sample, 100 individuals were selected based on using cochrann formula and through random sampling method. Independent and dependent variables in this study respectively include psychological capital and innovation in IT. The PCQ-24 was used to measure psychological capital and Damanpour questionnaire was used on innovation in Information Technology. The Structural Equation Modeling (SEM) approach by PLS methodology with Smart PLS 2.0 software were used. PLS was selected to assess the relationships between the endogenous and exogenous variables and to determine the predictive power of the research model. The results showed that even though psychological capital in general is a predictor of innovation in IT. The results of this study also provided worthwhile insights for understanding the dimensions of psychological capital (i.e., self-efficacy, hope, optimism, and resilience) altogether and innovation in IT. The managers should increase their employee’s capacities and psychological capital through measurement to achieve high production. Furthermore, with respect to intra-correlations between the dimensions of psychological capital, managers can increase each of the dimensions through creating and reinforcing a productive environment in order to enhance the psychological and then innovation in their organizations.

Afzal et al (2014) studied the relationship between positive psychological capital and subjective well-being among adolescents by moderating the role of positive and negative emotions in. The sample comprised 640 students having equal number of male and female students. Data were collected through purposive convenient sampling technique from public and private schools of rural and urban areas of Sargodha, Jhelum and Faisalabad districts. The psychological capital was measured by the scale developed by Afzal among adolescents in the school. The PANAS scale developed by Watson was used to measure positive and negative emotions among the students. The subjective well-being was measured by using Trait Wellbeing Inventory developed by Dalbert. The correlation and moderated hierarchal regression analysis was administered on the data. The results depicted that low level negative emotions moderated the relationship of self-efficacy, hope and optimism
with subjective well being. Further results of study also illustrated that high level of positive emotions strengthen the relationship between hope and subjective well being, whereas positive emotions did not yield significant moderating role in relationships between the optimism and self-efficacy with subjective well being. The limitation of the study being that it was conducted on students and future research is required to be done in industrial setting.

Laschinger and Fida (2014) investigated the new nurse’s burnout and workplace well-being with the influence of authentic leadership and psychological capital. The research study investigated the influence of authentic leadership, an organizational resource, and psychological capital, an intrapersonal resource, on new graduate burnout, occupational satisfaction, and workplace mental health over the first year of employment. The sample consisted of 205 newly recruited nurses. The Authentic Leadership Questionnaire (ALQ) developed by Avolio was used to measure the nurses’ perceptions of their immediate supervisors’. The PCQ-24 was used to measure psychological capital of the nurses. The structural equation model was administered on the data. The inter correlations showed that psychological capital and burnout were correlated with all study variables, as was authentic leadership with the exception of mental health. Psychological capital was also found to be significantly associated with lower levels of burnout among new graduate nurses. The results of this study supported the idea that possessing certain protective personal resources may help to mitigate the damaging effects of workplace burnout. The results showed that intrapersonal psychological resources, such as psychological capital, may influence new graduate burnout and its effect on their health and work satisfaction. Further by building authentic leadership skills among managers and strengthening nurses’ positive intrapersonal resources (psychological capital) may be promising core strategies for retaining newcomers to the nursing profession and for sustaining the future of the nursing workforce.

Singh and Talwar (2009) in their research paper did a comparative study of psychological capital and subjective well being in corporate and science and technology organizations. In the first study the data was collected from 130 women executives from 6 organizations – 2 Public Sector Undertakings and 4 Multinational Corporations. Equal number of respondents was randomly selected from both set of organizations. The Subjective Well-being was measured by using Sell and Nagpal
scale. The Psychological Capital was measured using PCQ-24. The correlation results showed that all the dimensions of psychological capital was positively related to Subjective Well-being. However only the dimension optimism was significant and no other dimension of psychological capital was having significant relation with Subjective Well-being. In the second study data was collected among 293 females from various university departments executives with psychological resources that and institutes of science and technology in the empower them which in turn enable them to cope Northern Capital Region (Delhi), India. The correlation results of second study showed that all the dimensions of psychological capital were positively related to Subjective Well-being. The paper concluded that management should attempt to develop psychological strengths among women employees which enable them to cope with stresses and strains in life and have a positive Subjective Well-being.

Singh and Mansi (2009) studied the psychological capital as predictor of psychological well being among adolescents. The study was conducted on a sample 250 students having age range from 18 to 25. The PGI Health Questionnaire containing 38 items was designed for the assessment of physical distress as well as psychological distress. The Optimistic-Pessimistic Attitude Scale by Parashar consists of 40 questions, which assessed the optimistic and pessimistic attitude of adults and adolescents aging from 13 to 25. The self-efficacy scale by Schwarzer was used to measure self-efficacy. The Locus of Control Scale developed by Rotter was used to measure of internal vs. external locus of control. The research suggested that optimists exhibit improved psychological wellbeing and better adjustment to stressful life events, people with high score on optimism display higher level of contentment, low level of distress, anxiety and depressive symptoms. Optimistic were more achievement oriented in any task in their life, feel easy in taking decisions, and take better solution in handling life problems. The confirmed the relationship of well being and self-efficacy and depicted that people with high self-efficacy report better psychological well being. The self-efficacy beliefs to manage positive and negative emotions and interpersonal relationships contribute to promote positive expectations about the future, to maintain a high Psychological Well Being. Lastly the research confirmed that people with internal locus of control show positive relation with well being. High internally people had better control of their behaviour, more active in seeking information and knowledge concerning their situation than do externals.
Singh and Garg (2014) in their research paper studied the gender differences of psychological capital and well being among teachers. The sample consisted of 100 teachers (50 from each gender) randomly selected from colleges of Chandigarh, age ranging, 35-50 years, having at least five years of teaching experience. The Well-being was measured by The Personal Well-being Index (PWI) scale developed by Cummins. These seven domains are theoretically embedded, as representing the first level deconstruction of the global question and has responses put into a 10-point Likert-type scale. The psychological capital was measured by PCQ-24. The T-test was computed to find out differences on the dimensions of psychological capital and level of satisfaction with life for both male and female respectively. The T-test was applied for the purpose of statistical interpretation to test the significance of difference between the two means. The results indicated that both psychological capital and well-being have a more significant role to play on the lives and working of female teachers when compared with their male counterparts. The plausible explanation for gender having a significant role to play on the psychological capital and well-being of teachers, where females were found to be higher on both the dimensions could be that teaching provides a females with a lucrative and supportive environment where they can give in their best striking a reasonable balance between their professional and personal life as the number of hours involved for work are less and the nature of work is less strenuous, which has a positive impact on their well-being. It was concluded by providing few strategies that can be incorporated in one’s routine to boost one’s level of psychological capital and well-being by increasing strengths, virtues, and self-determination, emotional intelligence and by increasing level of innovation and change.

Avey et al (2009) studied the interaction between psychological capital and organizational identity on employee organizational citizenship behaviour and deviance behaviours. A sample of 199 working adults from a cross section of organizations in the United States were taken to examine the relationship between positive psychological capital and organizational identity on employee deviance and organizational citizenship behaviours. psychological capital was measured with the 12 item instrument reduced from the 24 item instrument developed and validated by Luthans and colleagues; Identity with the organization was measured with the 3 item instrument used in Avey, Avolio, Crossley and Luthans.  Organizational citizenship
behaviours—Organization (organizational citizenship behaviours) were measured with Lee and Allen’s organizational citizenship behaviour instrument, which uses eight items for individual organizational citizenship behaviour’s and eight items for organizational citizenship behaviours; Counterproductive work behaviours (CWBs) were measured using 10 items from Fox and Spector’s counterproductive work behaviours scale. The identification with the organization did matter somewhat (small yet significant) relative to organizational citizenship behaviours in general and organizational citizenship behaviours in particular and even more meaningfully (negatively) on employee deviance; participants who were higher in psychological capital reported engaging in more organizational citizenship behaviours; those who were both high in psychological capital and who identified highly with their organization reported engaging in the highest frequency of organizational citizenship behaviours as compared to those who did not identify with their organizations; participants reporting higher levels of psychological capital within the domain of their job reported engaging in fewer deviance behaviours. This relationship was moderated by organizational identity such that those who were high in psychological capital and who identified highly with the organization would engage in the lowest levels of deviance. Organizational identity was found to moderate the relationship between psychological capital (psychological capital) and both employee deviance and organizational citizenship behaviours such that employees highest in psychological capital and most strongly identified with the organization were most likely to engage in organizational citizenship behaviours and least likely to engage in deviance behaviours. It was concluded that the managers may invest in developing employee’s psychological capital to possibly achieve an increase in organizational citizenship behaviours; Given that organizational identity was associated with higher levels of organizational citizenship behaviours and lower levels of employee deviance, this suggests that managers ought to increase employee identification with the organization.

Shukla and Singh (2013) explored the association of employees psychological capital with their job satisfaction and organizational citizenship behaviour (organizational citizenship behaviour) in Telecom sector in the Indian context. The paper also examined the mediating role of Job Satisfaction between psychological capital and organizational citizenship behaviour. A sample of 172 middle level
managers was taken from large Indian Telecom Company. The psychological capital was measured by using PCQ-24, a re-worded Andrews and Whitey’s 5-item questionnaire was used to measure job satisfaction and Podsakoff’s (1990) 24-item scale was used to measure organizational citizenship behaviour. The correlation analysis revealed that different psychological capital and organizational citizenship behaviour dimensions show a significantly high correlation among themselves. Further it was found that all dimensions of psychological capital are positively and significantly correlated with job satisfaction and all dimensions of organizational citizenship behaviour. The mediating effect of Job Satisfaction was measured by using structural equation modeling. The Sobel test was conducted to make an initial assessment for mediation and the test suggested presence of mediation and further confirmation was done by comparing fit indices of aforementioned models. The results showed that there was a partial mediation by job satisfaction between psychological capital and organizational citizenship behaviour. The three of psychological capital dimensions (except Optimism) were significantly correlated with age and tenure. It indicated the developmental nature of psychological capital. The psychological capital improved as employee learns from new challenges, devices new pathways to tackle a problem, gains confidence in his/ her abilities and bounces back from setbacks.

Gupta and Singh (2010) explored psychological capital as a possible mediating variable for the relationship between High Performance Work Practices (HPWP) and organizational citizenship behaviour. The study made multiple contributions to the human resource management and organizational behaviour literatures. Based on a state of-the-art literature review, presented a rationale for identifying individual practices as high performance work practices. The set of practices identified provides a comprehensive list of human resource management practices that have obtained strong literature support from at least more than one study. The organizational citizenship behaviour as an indicator of firm performance which, given the increase in number of service sector jobs and more competitive business environment, had been considered as a significant predictor of firm performance. Finally, the study built on the concepts of positive psychology and presents psychological capital as an important mediating variable for the relationship between high-performance human resource management practices and organizational
citizenship behaviour that can explain for the observed variance in the performance indicator. The various dimension of HPWP viz. empowerment, coaching and mentoring, information-sharing, conflict resolution mechanisms, internal recognition, performance-based pay, selective staffing, socialization, competency development and flexible job designs were positively related to organization-level organizational citizenship behaviour. The results found that the various dimension of HPWP viz. empowerment, coaching and mentoring, information-sharing, conflict resolution mechanisms, internal recognition, performance-based pay, selective staffing, socialization, competency development and flexible job designs were positively related to organization-level psychological capital (hope, optimism, resilience and self-efficacy). The Organization-level psychological capital was positively related to organization-level organizational citizenship behaviour. The Organization-level psychological capital mediated positively the relationship between HPWP and organization-level organizational citizenship behaviour.

Murthy (2009) examined the influence of psychological capital and work Engagement on organizational citizenship behaviour of executives. The sample for the study comprised of 270 executives drawn from six organizations. Most of the executives were holding middle level managerial positions. The psychological capital was measured using PCQ-24, the organizational citizenship behaviour was measure by using the scale developed by Bakshi and Kumar and Work Engagement was measured by using the scale developed by Schaufeli et al. The correlation analysis results observed that the correlation coefficient computed between psychological capital and organizational citizenship behaviour, and work engagement and organizational citizenship behaviour was positive and found to be significant. This indicated that there was significant positive relationship between psychological capital and organizational citizenship; and work engagement and organizational citizenship behaviour. To further examine whether psychological capital scores, and work engagement scores of executives would predict their organizational citizenship behaviour multiple linear regression analysis were carried out. Organizational citizenship behaviour scores were treated as criterion variable and psychological capital scores, and work engagement scores were treated as predictor variable. The results indicated that there was a significant influence and impact of psychological capital, and work engagement on organizational citizenship behaviour of executives.
It was concluded that there was the need for psychological capital, and work engagement training of executives. Basic training in the four abilities namely self efficacy, hope, optimism, and resilience that comprise psychological capital would enable employees to develop their psychological capacities and result in increased organizational citizenship behaviour. The development of psychological capital in employees may develop sufficient competence in them to take up the challenges of globalization and enhance their organizational citizenship behaviour resulting in increased human resource help the organizational bottom line. The results of the study also revealed that psychological capital is related to many other personal and organizational outcomes, it is imperative for the organizations to invest in developing psychological capital to really harness its benefits both for the employees and also for itself. This study was limited by the sample characteristics as it was conducted amongst limited teachers of public and private schools. The participants were predominantly female.

Luthans et al (2008) in their research paper the additive value of positive psychological capital in predicting work attitudes and behaviours. A sample of 336 employees from a wide cross section of organizations and jobs who agreed to participate in a large Midwestern university sponsored research project on leadership and motivation were taken. The psychological capital was measured using PCQ-24; Big Five personality traits were each measured by Goldberg et al scale; Cynicism was measured using by Wanous et al scale; Counterproductive work behaviours were measured from Fox and Spector’s counterproductive work behaviours scale and Organizational citizenship behaviours by Lee and Allen’s organizational citizenship behaviour instrument, which uses eight items for individual and eight items for organizational citizenship behaviours. The correlation and regression analysis was administered on the data. The results found that the state-like psychological capital was positively related to desired extra-role organizational citizenship behaviours (organizational citizenship behaviours) and negatively with undesired organizational cynicism, intentions to quit and counterproductive workplace behaviours. Except for individual organizational citizenship behaviours, psychological capital also predicted unique variance in the same attitudinal and behavioural outcomes beyond their demographics, core self-evaluation, and personality traits, and person-organization fit and person-job fit. The results showed that psychological capital was negatively
related to organizational cynicism. Psychological capital was negatively related to intention to quit. Psychological capital was found to be positively related to organizational citizenship behaviours, suggesting that those higher in psychological capital are more likely to engage in highly desirable extra-role behaviours that are so beneficial to today’s organizations. Results also suggest that those who are higher in psychological capital not only engage in more desirable behaviours (organizational citizenship behaviours), but also fewer undesirable counterproductive work behaviours (CWBs). It was concluded that the psychological capital can be developed and is related to performance and now in this study is also shown to positively be related to desirable (organizational citizenship behaviours) and negatively to undesirable (cynicism, CWBs, and intention to quit) behaviours and attitudes. Importantly, employees' psychological capital may go beyond their demographics, positive traits, person-organization fit and person-job fit. Investing in and developing and managing the psychological capital of organizational leaders and human resources may provide the competitive advantage in meeting the growing challenges facing organizations today and certainly in the future. Thus, it is possible that those higher in psychological capital will be more supportive of organizational change, more flexible in the change process, and adapt to change better than those lower in psychological capital.

Cole et al (2013) studied the effect of psychological capital and resistance to change on organisational citizenship behaviour in which organizational citizenship behaviour served as an index for measuring positive organisational change. The data was collected from 97 employees from a government organisation that provides lifecycle career management support. The Psychological Capital was measured using PCQ-24, the organizational citizenship behaviour was measured by using the 16 item scale developed by Lee and Allen and resistance to change was measured by using the 17-item RTC scale scale developed by Oreg. The correlation analysis was administered on the data. The strong positive correlation between psychological capital and organizational citizenship behaviour supported that psychological capital had a positive relationship with organizational citizenship behaviour. The negative correlations between RTC and psychological capital, and between RTC and organizational citizenship behaviour, suggested that employees who reported high levels of RTC were likely to report low levels of psychological capital and organizational citizenship behaviour. The regression analysis supported the results
that RTC moderated the relationship between psychological capital and organizational citizenship behaviour. The quantitative analysis yielded high levels of resistance to change that moderated the positive effect of psychological capital on organisational citizenship behaviour. The thematic analysis revealed that affective, behavioural and cognitive forms of resistance to change were prevalent. The thematic analysis found that affective, intentional and cognitive forms of resistance were prevalent amongst employees. Therefore, it was feasible that these forms of resistance contributed to the moderation of the psychological capital-organizational citizenship behaviour relationship. The thematic analysis also highlights the implications for the negative effect of resistance on positive organisational change: reduced morale, decreased efficiency and disruptive work environments. The resistance to change lowered the morale by reducing optimism and hope, which were catalysts for positive organisational change. Resistance to change also decreased employee efficiency because employees were distracted from completing their daily tasks. Finally, employees with high RTC expressed negativity and resistance that may contribute to disruptive work environments.

Nandan and Azim (2015) studied the mediating role of Psychological Capital in the relationship between Organizational Justice and organizational citizenship behaviour. The data was collected from 350 employees from multimedia organizations operating in Malaysia. The Psychological Capital was measured using PCQ-24, the Organizational Justice was measured by the scale developed by Niehoff and Moorman and organizational citizenship behaviour was measured by using the scale developed by Williams and Anderson. The Structural Equation Modelling and Conformity Factor Analysis was administered on the data to test the mediation effect. The results showed a positive relationship between three dimensions of organizational justice, namely distributive justice, procedural justice and interactional justice towards organizational citizenship behaviour, a positive relationship between all this three dimension of organizational justice and psychological capital, and psychological capital towards organizational citizenship behaviour. Finally, psychological capital partially mediated the relationship between distributive justice, procedural justice, interactional justice and organizational citizenship behaviour. It was concluded that the employees perception of organizational justice would influence and develop employees psychological capital, and in turn, employees tend to exhibit organizational citizenship behaviour.
Suifan (2016) studied the impact of Organizational Climate and Psychological Capital on Organizational Citizenship Behaviour. The data of 227 was collected from employees of Jordanian Banks by using random sampling technique. The Psychological Capital was measured using PCQ-24, the Organizational Climate Questionnaire developed by Koys and DeCotiis and organizational citizenship behaviour was measured by using the scale developed by Lee and Allen. The Pearson correlations in addition to regression analysis were performed on the data. The positive correlation coefficient between Organizational Climate and organizational citizenship behaviour supported Organizational Climate had a significant impact on organizational citizenship behaviour. The Psychological Capital mediated the relationship between organizational climate and organizational citizenship behaviour. For organizations to improve organizational citizenship behaviour, the psychological capital should be taken into account. Thus organizations should take OC dimensions (harassment, team spirit, enthusiasm, devotion, distance, thoughtfulness, emphasizing the production, and penetration and dynamics) as well as PC dimensions (optimism, hope, resilience, and self-efficacy) into their consideration in order to enhance organizational citizenship behaviour levels among employees.

Dirzyte (2013) studied the relationship between Organizational Commitment, Job Satisfaction, and Positive Psychological Capital in Lithuanian Organizations. The data was collected from a sample of 92 Lithuanian organizations The subjects of the study were 44 (47.83 %) men and 48 (52.17 %) women. The Psychological Capital was measured using PCQ-24, the Job Satisfaction was measured by the scale developed by Spector and Organizational Commitment was measured by using the scale developed by Mowday et al. The Pearson correlations in addition to regression analysis were performed on the data. It was found that job satisfaction, organizational commitment and positive psychological capital are related constructs. The study also showed statistically significant differences between these constructs and some socio-demographic characteristics. The data revealed that salary was still one of the major motivational factors in Lithuania.

Rostiana and Lihardja (2013) studied the influence of psychological capital to work engagement and organizational citizenship behaviour. This study analyzed the influence of personality factor to work behaviour. The sample consisted of 205 participants who were the employees at the main office of a coal mining company.
The Psychological Capital was measured using PCQ-24, the Work Engagement was measured by the scale developed by Schauveli et al’s and organizational citizenship behaviour was measured by using the scale developed by Organ. The ANOVA, correlation analysis and regression techniques were administered on the data. The results showed that psychological capital affects work engagement and organizational citizenship behaviour. The prevalence of organizational citizenship behaviour was slightly larger than work engagement. The results of this study indicated that psychological capital had a crucial role in developing work habits, both for duties implementation related and organization. The results showed that when an employee was confidence, optimistic, have future hope, and able to solve various difficulties, therefore the organizational citizenship behaviour score was high, which showed that they were willing to help their colleagues, give suggestions to company, preserve harmonious working harmony, and avoid complaining about their company’s unease condition. It was concluded that high level of psychological capital generated employees work spirit, strong involvement to job, and fully concentrate on doing their duties. Besides, psychological capital also caused the emergence of altruistic employee’s behaviour, not easy to complain, willing to give suggestions for company’s development, and eager to preserve a harmonious work relation.

Nafei (2015) did the meta-analysis of the impact of psychological capital on quality of work life (QWL) and organizational citizenship behaviour. The data was collected from a sample of 315 respondents. The psychological capital was measured using PCQ-24, the quality of work life was measured by the scale developed by Seashore et al and organizational citizenship behaviour was measured by using the scale developed by Organ. The correlation analysis and regression techniques were administered on the data. The results showed that the dimensions of psychological capital (hope, optimism, resilience, and self-efficacy) were positively related with QWL. More psychological capital was more effective in achieving QWL. High psychological capital would be more likely to achieve high organizational citizenship behaviour. It was concluded that it was necessary to pay more attention to the dimensions of psychological capital as a key source for organizations to enhance the competitive advantage which is of prime significance for QWL and organizational citizenship behaviour. It was recommended that recruiting employees with high levels of psychological capital and establishing appropriate human resource policies and practice to further develop employees psychological capital (hope, optimism, resiliency and self-efficacy).
Sharifi and Shahtalebi (2014) studied the relationship between the dimensions of psychological capital with organizational commitment. The data was collected from a sample of 220 respondents. The psychological capital was measured using PCQ-24, the organizational commitment was measured by using the scale developed by Allen and Meyer. The correlation analysis and regression techniques were administered on the data. The finding showed a positive correlation between the components of psychological introspection and optimism – organizational commitment i.e. between the positive components of psychological introspection and optimism – organizational commitment. It was concluded that the psychological capital was not only directly related with the level of job performance relationship but it could also affect the organizational commitment and job performance indirectly. Organizational commitment is a mental state that showed a tendency, the needs and requirements for continuing employment in an organization.

Mortazavi et al. (2014) studied the role of the psychological capital on quality of work life and organization performance. The data was collected from a sample of 207 nurses from four hospitals. The Psychological Capital was measured using PCQ-24, the Quality of Work Life was measured by using the scale developed by Nguyen. The correlation analysis, regression analysis and structural equation modelling techniques were administered on the data. The results predicted the positive impact of QWL on performance, when an organization such as hospital had enjoyed from high level of QWL, we would expect to see high Performance. The estimated structural path between psychological capital and performance was significant predicted the positive impact of psychological capital on performance. Finally, the result indicated that psychological capital effects play an essential role in predicting job performance and QWL of hospital nurses. It was concluded that recruiting nurses with high levels of psychological capital and establishing appropriate human resource policies and practice to further develop nurses’ psychological capital (i.e., self-efficacy, optimism, hope, and resilience) were desirable for hospital. And, in so doing, hospitals could enhance the performance of their nurses, leading to an increase in hospital performance. This also improved nurses’ QWL, which is a critical factor for productivity.
Sihag and Sarikwal (2015) studied the effect of perceived organizational support on psychological capital of IT industries in India. The data was collected from a sample of 420 IT professional in India. The psychological capital was measured using PCQ-24 and perceived organizational support (POS) was measured by self designed questionnaire. The descriptive analysis, regression analysis, confirmatory factor analysis and model fit indices were administered on the data. The results showed positive relationship between POS and psychological capital. A fit model was also identified for POS- psychological capital relationship which also included POS and psychological capital's factors or predictors i.e. the fit model was found reasonably consistent with the collected data and did not require any further re-specifications. It was concluded that IT professionals (at middle level) who perceive recognition and appreciations for their contribution and get fair treatment from their organization, possess higher level of psychological capital in form of Hope, Resilience and self-efficacy. Therefore it was advised to focus on some factors contributing to POS (such as all kind of fairness, justice and recognition & appreciation) to enhance POS level of IT professionals which further can positively contribute to higher level of Psychological capital of employees. The study contributed to existing theory on POS and psychological capital since only limited studies identified the relationship between POS and psychological capital which were conducted in last few years only. The results demonstrated that by providing more care, support and value to contribution to employee's psychological capital can be enhanced which further can enhance commitment and performance of employees for organization.

Nikbakhsh and Abadi (2014) studied the relationship between organizational citizenship behaviour and well being. The data was collected from a sample of 150 respondents who were working as instructors in teaching. The organizational citizenship behaviour was measured by using the scale developed by Podsakoff and well being was measure on 5-item likert scale. The descriptive analysis, correlation analysis, regression analysis and factor analysis and were administered on the data. The results indicated that firstly level of organizational citizenship behaviour and well being among instructors had been higher than average level, and there was a positive significant relationship among the components of well-being including life satisfaction, positive emotions, work commitments, motivation and self-acceptance with organizational citizenship behaviour-organizational and Organizational Citizenship Behaviour- Individual.
Yurcu et al (2015) in their research paper studied the impact of organizational citizenship behaviour on subjective well being. The data was collected from a sample of 2051 respondents who were working at five star hotels. The organizational citizenship behaviour was measured by using the scale developed by Organ and subjective well being was measure by Oxford Happiness Inventory. The descriptive analysis, correlation analysis, regression analysis and factor analysis and were administered on the data. The results showed there was a positive relation between the dimensions of organizational citizenship behaviour and subjective well-being. The negative relation between subjective well-being and conscientiousness showed that as conscientiousness rises, subjective well-being will decrease. Altruism, Sportsmanship, Politeness and Civic virtue the dimensions of organizational citizenship behaviour positively affected subjective well-being.

2.8 Research Gaps

In the Indian context, very few studies were found on the relationship between psychological capital, subjective well being and organizational citizenship behaviour especially in banking sector where these four variables were taken into consideration in one study. The review literature identifies several lacunae which need to be considered to strengthen theoretical as well as research framework of psychological capital, subjective well being and organizational citizenship behaviour. The literature is found to be quite thin on establishing psychological capital, subjective well being and organizational citizenship behaviour framework focusing on their antecedents and consequences. The studies reviewed such as Singh and Talwar (2009) and Choubisa (2009) highlighted on the need of establishing psychological capital and subjective well being framework focusing on their antecedents, dimensions and consequences in Indian context. Studies namely Culbertson et al, (2010), Avey et al (2009) and Luthans et al (2007) have although explored and established psychological capital framework with respect to antecedents but to a very limited extent. Further, there are few studies which have considered psychological capital and subjective well being as antecedents for organizational citizenship behaviour. In addition, literature reviewed also indicates scarcity of literature with regard to influence of psychological capital and subjective well being on organizational citizenship behaviour (Podsakoff et al., 2000; Hyo Sun Jung and Hye Hyun Yoon 2014; and Shahnawaz and Jafri (2009). Further, very limited studies have considered and established the relationship between
the psychological capital, subjective well being and organizational citizenship behaviour. The important measures from employee’s perspective of subjective well being such as life satisfaction, positive and negative affect along with organizational citizenship behaviour perspective such as altruism, conscientiousness, sportsmanship, courtesy and civic virtue as are yet to be explored and established in the literature.

The literature also authenticates significant role of psychological capital and subjective well being in various sectors such as hotel organizations (Hyo Sun Jung and Hye Hyun Yoon 2014), informational technology (Singh and Talwar 2009) and health care sector (Fida et al, 2014) etc., however, its literature in banking sector is scarce. The studies such as Avey et al, (2009), Luthans et al, (2008) and Diener et al, (1999), have remarked the need to explore the influence of antecedents and consequences of psychological capital and subjective well being on employees but a few, and that too only with single dimension, have considered psychological capital and subjective well being antecedents and consequences in their research.

The comprehensive psychological capital, subjective well being and organizational citizenship behaviour framework with set of significant dimensions and consequences require significant attention of researchers to understand the relationship among these variables. Hence, the present study contributes to the extant literature by establishing relationship between selected set of psychological capital, subjective well being and organizational citizenship behaviour dimensions and comprehended consequences measures, focusing on employee’s well being and organizational performance.

2.9 Conclusion

While reflecting on the literature discussed in the chapter, it is evident that the employees can have an extraordinary impact on their wellness and organizational citizenship behaviour when they are hopeful, efficacious, resilient and optimistic. By embracing the positive psychology movement and more importantly subjective well being and psychological capital, it could greatly assist organizations and their employees meet the challenges of today’s dynamic, chaotic, competitive global environment. This is particularly necessary in the Indian banking sector, from which the sample for the current study was drawn. According to Luthans (2002), Snyder and Lopez, 2002, Luthans et al (2007), Avey et al. (2009) in their respective studies
identified from positive psychology literature the various psychological capacities as self-efficacy, hope, resilience, and optimism as being relevant to positive organizational behaviour. Further, Avey et al (2009), Culbertson et al, (2010), Singh and Talwar (2009) in their studies showed that there is significant positive correlation among the dimensions of psychological capital and subjective wellbeing. According to Diener and Seligman (2004), Lyubomirsky et al (2005), Ryan et al, (2008), in their respective studies described well-being from positive psychology literature as employee’s positive assessment of his/her life, which comprises of positive emotions, engagement, satisfaction, and meaning. Further, Avey et al (2008), Van Dyne et al. (2000), Niranjana and Pattanayak (2005), Youssef and Luthans (2007) in their studies showed that there is significant positive correlation among the dimensions of psychological capital and organizational citizenship behaviour. According to Organ (1983), Smith et al., (1983), Podsakoff et al. (2000) in their respective studies described organizational citizenship behaviour from positive organizational behaviour literature as the voluntary behaviour of a person that is not a part of the individual’s formal job description; is not directly or clearly acknowledged by the formal reward system and that cumulatively enhances the functioning of the organization. Further, According to Avey et al, (2008) and Miles et al (2002), Borman et al, (2001), Diener and Seligman, (2002) in their studies found that there is positive correlation among the dimensions of psychological capital and organizational citizenship behaviour. The next chapter will focus on the methodology that was used to conduct the research and state the various research hypotheses. Furthermore, information regarding the reliability and validity of the measurement instruments will also be provided.