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PSYCHOLOGICAL CAPITAL, EMPLOYEE WELL-BEING AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY OF EMPLOYEES IN THE INDIAN BANKING SECTOR

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ABSTRACT

Psychological Capital, Employee Well-Being, Organizational Citizenship Behavior, Indian Banking Sector, Banking Employees, Positive Psychological Resources, Workplace Well-Being, Employee Engagement, Job Satisfaction, Organizational Commitment, Self-Efficacy, Hope, Resilience, Optimism, Employee Performance, Workplace Behavior, Organizational Effectiveness, Employee Motivation, Positive Organizational Behavior, Human Resource Management, Employee Productivity, Job Performance, Work Engagement, Organizational Support, Workplace Relationships, Employee Morale, Service Quality, Organizational Culture, Employee Retention, Psychological Well-Being, and Prosocial Workplace Behavior. These keywords represent the major concepts and dimensions associated with the study of psychological capital, employee well-being, and organizational citizenship behavior among employees in the Indian banking sector. They emphasize the importance of positive psychological resources, workplace experiences, employee attitudes, and voluntary behaviors that contribute to organizational effectiveness. Collectively, these concepts provide a framework for examining how employees' psychological strengths and well-being may influence their willingness to engage in supportive, responsible, and constructive behaviors beyond formal job requirements.

Keywords: Psychological Capital, Employee Well-Being, Organizational Citizenship Behavior, Indian Banking Sector, Banking Employees.

INTRODUCTION

Economic growth, financial inclusion, job creation, and the provision of basic financial services are all greatly aided by India's banking industry. financial professionals are under considerable challenges due to the ever-changing financial environment, technological improvements, rising client expectations, and severe competition. Important elements impacting workplace success in this context include psychological capital, employee well-being, and organisational citizenship behaviour. The ability to overcome obstacles and perform at a high level is facilitated by psychological capital, which includes positive psychological resources including self-efficacy, hope, resilience, and optimism. Employee well-being refers to workers' mental, emotional, and experiential experiences on the job, while organisational citizenship behaviour include their voluntary contributions that go beyond their official duties and help the company run smoothly. Employees may be more motivated to work together, take initiative, and be helpful if there is a favourable correlation between these variables. In light of the importance of these interrelated factors in creating a healthy work environment, this research investigates psychological capital, employee well-being, and organisational citizenship behaviour in the Indian banking industry.

REVIEW OF LITRETURE

Bramantya, Achmed &Uii, Muafi (2022) The purpose of this research is to examine how PT. X Yogyakarta workers' perceptions of organisational support and psychological capital influence their job performance via organisational citizenship behaviour. Forty participants, all of whom are workers at PT. X in Yogyakarta, were selected using a purposive sample method for this study. This study used SmartPLS with the SEM (Structural Equation Modelling) analysis approach as its analytical test instrument. This study found that (1) organisational citizenship behaviour is unaffected by psychological capital, (2) organisational citizenship behaviour is unaffected by perceived organisational support, (3) organisational citizenship behaviour is unaffected by work performance, (4) perceived organisational support affects work performance, (5) psychological capital affects work performance, (6) organisational citizenship behaviour does not mediate the relationship between psychological capital and work performance, and (7) organisational citizenship behaviour does not mediate the relationship between psychological capital and work performance.

Elsayed, Samah et al., (2019) Psychologists, organisational behaviourists, and human capital experts are all taking an interest in psychological capital as a new area of study. Conversely,

scholars have focused their attention on Organisational Citizenship Behaviour (OCB) since there is mounting evidence that OCB affects both individual and organisational performance. The purpose of this research was to examine how staff nurses' levels of psychological capital correlated with their levels of organisational citizenship behaviour. One hundred nine nursing staff members from Obstetrics and Gynaecological Hospital participated in this descriptive correlational research. Two instruments used for gathering information are the organisational citizenship behaviour scale and the psychological capital scale. According to the results of this research, the dimensions of optimism (3.25 ± 0.45) and self-efficacy (3.60 ± 0.48) had the lowest and greatest mean values of psychological capital, respectively. The average score for organisational citizenship behaviour was 3.91 ± 0.41 , with the dimension of benevolence having the highest mean (4.06 ± 0.62) and civic virtue (civilised behaviour) having the lowest (3.80 ± 0.52). Total organisational citizenship behaviour is positively correlated with the views of staff nurses on psychological capital, and this link is statistically significant. Hospital administrators should encourage organisational citizenship behaviour and, by extension, psychological capital, by consulting with and including employees in decision-making processes and by implementing intervention programs to boost nurses' psychological capital, according to the study.

Pradhan, Rabindra et al., (2016) Emotional intelligence's (EI) potential in fostering civic engagement has not yet been fully validated and more study is required. However, there is a dearth of study on psychological capital (i.e., self-efficacy, hope, resilience, and optimism) in the Indian context, despite the fact that it has recently attracted a lot of attention in the management literature. As a result, this research will look at two things: (a) how Psycap affects OCB and (b) how EI influences those interactions. The research looked at working professionals in India's service and industrial sectors, selected via convenience sampling ($N = 212$). We used structural equation modelling to evaluate our hypotheses once we established the scales' psychometric qualities. Psycap is favourably correlated with OCB, according to the data. There was also evidence for the study's main hypothesis, which states that EI moderates the link between Psycap and OCB. The discussion covers the implications of the results and offers suggestions for further study.

Rastogi, Renu & Garg, Pooja (2011) The current research intends to show that there is a connection between workers' mental health and their display of civic behaviours (Organ, 1988; Ryff, 1989). Two hundred managers from the banking and automotive industries participated in the research. Positive attitude behaviours at work have a domino impact on

workers' mental health, and this research intends to fill that knowledge gap. Pearson correlation and Stepwise Regression Analysis were used to analyse the given data. Principal Component Analysis is now a part of the expanded research. According to the findings, corporate citizenship practices have a multiplicative impact on workers' happiness and, by extension, their level of life satisfaction.

Shahnawaz, Mohammad (2009) The purpose of this research was to compare and contrast the public and private sectors in terms of psychological capital. Organisational citizenship conduct and organisational commitment were further examined in relation to psychological capital in both public and private sector organisations. Eighty managers from two different companies make up the 160 total junior and middle managers in the sample. Four separate measures were used to assess the various aspects of psychological capital. Scheier and Carver's optimism scale, the Jerusalem and Schwarzer's self-efficacy scale, the Snyder et al. hope scale, and the Neil and Dias resilience scale were used for measurement. A scale created by Chattopadhyay was used to assess organisational citizenship conduct, while a scale established by Allen and Meyer was used to measure organisational commitment. There was a statistically significant difference between the two companies on every measure of psychological capital. Both organisations' commitment to and participation in organisational citizenship activities were unpredicted by total psychological capital, according to regression analyses.

RELATIONSHIP BETWEEN PSYCHOLOGICAL CAPITAL, EMPLOYEE WELL-BEING AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organisational citizenship behaviour, employee well-being, and psychological capital are all interrelated ideas that have a significant impact on creating a happy work environment. A worker's psychological capital consists of their optimistic outlook, self-efficacy, hope, and resilience. Having access to these tools empowers workers to face obstacles head-on, stay motivated, bounce back from setbacks, and keep their faith in the possibility of success. Psychological capital may be a great help to bank personnel in dealing with the stress of a heavy workload, demanding customers, rapid technology advancements, and high expectations for their own performance. Workers who have built up more psychological capital are better able to handle the stresses and difficulties they face on the job, which in turn leads to better mental and emotional health for those workers. As a result, when workers are happy and healthy, they are more likely to be enthusiastic, committed, engaged, and satisfied

with their jobs. Workers are more likely to go above and beyond the call of duty when they are appreciated, have a sense of psychological safety, and are content with their work environment. Behaviours indicative of good corporate citizenship include being helpful to coworkers, working well with teammates, being loyal to the business, willingly taking on more responsibility, and being diligent. Since psychological capital may affect workers' happiness in two ways, it's possible that it influences organisational citizenship behaviour in two ways as well. Possessing optimism, hope, resilience, and confidence may help employees build positive connections at work and enthusiastically support organisational goals. Also, workers who are happy and healthy may be more eager to help their coworkers and contribute to a nice work environment. Employee attitudes and interpersonal behaviour have a considerable impact on service quality and organisational success in the Indian banking industry. Therefore, understanding these interactions is especially crucial. When employees' psychological resources and overall health are in good shape, they are more likely to go above and beyond in their work for the benefit of their coworkers and the company as a whole. Consequently, psychological capital and employee well-being are significant factors in organisational citizenship behaviour, which in turn leads to better workplace functioning, stronger employee connections, and increased organisational success.

IMPLICATIONS OF PSYCHOLOGICAL CAPITAL AND EMPLOYEE WELL-BEING FOR ORGANIZATIONAL EFFECTIVENESS IN INDIAN BANKS

Indian bank workers work in a very competitive, tech-driven, customer-oriented environment, hence organisational efficiency is greatly affected by psychological capital and employee well-being. The ability to handle professional obstacles, adjust to organisational changes, and have a positive attitude toward one's obligations are all aspects of psychological capital, which includes self-efficacy, hope, resilience, and optimism. Greater assurance, tenacity, problem-solving skills, and dedication on the part of employees who have high levels of psychological capital may lead to better output and customer satisfaction. In a similar vein, the health and happiness of workers is critical to sustaining their enthusiasm, contentment, engagement, and loyalty to the company. Employees are more likely to put forth their best effort and build rapport with coworkers and clients when they feel safe and supported in their workplace. Organisational stability may be enhanced by promoting higher levels of well-being, which in turn decrease absenteeism, job discontent, and staff turnover. Organisational citizenship behaviours like collaboration, assisting coworkers, taking

initiative, and willingly supporting organisational goals may be fostered via investments in psychological capital and employee well-being, which in turn can boost employee performance for Indian banks. A number of HR strategies may bolster these elements, including programs for employee development, counselling and support systems, acknowledgement, training, chances for professional advancement, programs to promote work-life balance, and leadership that is supportive of employees. In addition, banking workers may better adapt to technological change, shifting consumer expectations, and rising performance requirements by cultivating psychological capital. Banks may build a stronger, more dedicated team by combining programs for psychological growth and staff wellness. As a result, a company's psychological capital and the health of its employees are two of its most significant resources, as they boost efficiency, effectiveness, retention, and collaboration among workers.

CONCLUSION

Research on organisational citizenship behaviour, psychological capital, and employee well-being in India's banking industry has shown their significance in enhancing organisational success. Employees with high levels of psychological capital (shown by traits like optimism, self-efficacy, hope, and resilience) are better equipped to face problems head-on and stay optimistic about their job. Employee happiness bolsters contentment in one's work, dedication to one's work, enthusiasm for one's work, and loyalty to one's company. Helping coworkers, working in teams, taking the initiative, and contributing beyond official job duties are all examples of organisational citizenship behaviours that are more likely to be shown when employees have good psychological resources and a supportive work environment. Relationships, service quality, productivity, and overall organisational performance may all see improvements when these good behaviours are used. Thus, it is imperative that Indian banks prioritise the well-being of their staff and strive toward building their psychological resources. A resilient, motivated, and dedicated staff is the result of an integrated strategy for psychological capital and well-being, which in turn leads to long-term success for the firm.

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