EXPLAINING THE MEDIATING VARIABLE IN THE RELATIONSHIP BETWEEN POSITIVE PSYCHOLOGICAL CAPITAL AND ORGANIZATIONAL WELL-BEING

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Abstract— Positive organizational scholarship is one of the most recent approaches of organizational studies in the third millennium. In this study, we examined consequences of positive psychological capital the governmental organizations in Iran. the number of researchers in this study is 1853 managers and experts in 23 Iranian governmental organizations. Stratified random sampling method was used and the sample includes 355 individuals. For data analysis, We found organizational virtue, citizenship behavior, organizational identity and psychological climate to mediate the impact of positive psychological capital on organizational well-being. Results showed that the indirect effects of positive psychological capital on organizational well-being through organizational virtue, citizenship behavior, organizational identity and psychological climate were stronger for employees.

Keywords— Organizational Well-being, Positive Psychological Capital, Organizational Virtue, Citizenship Behavior, Organizational Identity.

I. INTRODUCTION

From 40 years ago, many significant changes happened in workplace. Increase in using information technology, globalization of industries, re-thinking about organizational structure, change in job agreements and doing part-time jobs have increasingly changed working identity in most companies and organizations. Furthermore, diversity in workforce, increase of women participation, increase in the number of working couples and old workforce also remind this evolution. The target objective of the present study is the consequences of positive psychological capital based on some organizational variables. Thus, in addition to reviewing the related literature, after explaining the theoretical themes of the study and presenting the conceptual model, this study began conceptualization and process testing of inter-organizational variables, which is indicative of the formation of positive psychological capital.

II. THEORETICAL FRAMEWORK

Positive Psychological Capital (Psy Cap)
Positive psychological Capital is a concept indicating the shift of paradigm in organizational studies. This concept was introduced with the aim of reaching positive paradigm in organizational realm where creating positive impression in the employees through increasing hope, resiliency, optimism and self-efficacy is emphasized. Positive Psychological Capital in fact refers to “who are you or real you” and “who do you wish to be or possible you” (Avolio&Luthans, 2006). Luthans et al (2007) regards psychological capital as a recoverable and positive status with the following specifications: Committing and attempting to succeed at challenging tasks (self-efficacy). Having a positive reference about present and future success (optimism). Stability in target and, if necessary, changing the path to reach success (hope). Persistence at the time of facing difficulties and hardship as the ability to succeed (resilience).

In the present study, positive psychological capital is defined as the ability to achieve hopefulness, self-efficacy, resilience and optimism (Luthans et al, 2007)

Organizational Virtue (OV)
The scientific background of organizational virtue returns to Kanti and Utilitarian approaches which are two main approaches in realm of morality in work place (Minow, 1996). Considering these two philosophies as the basis of epistemology of organizational virtue, it seems that morality based on virtue seeks to motivate the ideal values and respond to this question that what kind of organization we should be. Thus, there are three key features of organizational virtue which can help explaining the relationship between virtue and organizational studies: moral goodness, human impact and social betterment.

The studies show how an organization moves from good to excellent status through ultra-social behavior and social responsibility of organizations (Cameron, 2003). In this study, the organizational virtue is defined as the amount of trust, optimism, compassion, integrity and forgiveness of employees (Chan, 2005).

Citizenship behavior (OCB)
According to Organ (1998), citizenship behavior is
not considered as an inter-role performance; however, it is an ultra-role performance. Ultra-role performance refers to those occupational behaviors that are expressed in explaining the duties and formal roles of organizations and identified and rewarded by formal system of organization. Ultra-role performance refers to occupational behaviors beyond staff formal roles which are arbitrary and not considered in the formal system of rewarding in organizations (Organ, 1998). The key theme of Organ definition is that such behavior plays a significant role in promotion of organization effectiveness.

In this study, citizenship behavior is defined as the ability to obtain altruism, conscientiousness, sportsmanship, courtesy and civil virtue.

Organizational Identity (OI)
Organizational identity differs from human identity as far as it can be effective on the process of goal setting as a strategic target. Albert & Whetten (1985) offered a definition of organizational identity for the first time, which has been regarded as one of the common and dominant definitions of this concept within last two decades. In the present study, identification through organization and reaction to critique the criticism of organization are considered as the basis for conceptualization of organizational behaviour.

Psychological Climate (P C)
The origin of formation of "psychological climate" dates back to Kurt Lewin study in 1936, when he used "life space" to explain the affective and motivational reactions of individuals at the time of organizational change. Psychological climate indicates the experimental interpretations of individuals of their observation and perception concerning the events happening in an organizational climate (James & Jones, 1974; James et al, 1988; Schneider, 2000).

Psychological climate refers to the perceptions and interpretations of human force of workplace. Every staff creates a psychological climate for himself by interpreting his own perception in a meaningful way. Psychological climate can be imagined as cognitive representation of individual from workplace (Anderson & West, 1998; Ashforth, 1985; Ragazzoni et al, 2002).

This cognitive representation makes it possible for individuals to attribute meaning to organizational events and determine which behavior will lead to the best results (Parker et al., 2003). Thus, psychological climate is assessed based on those perceptions and interpretations of individuals that are psychologically meaningful for them rather than based on objective structures of organization (James et al., 1978).

In this study, psychological climate is defined as the presence of supportive management, clarity of role, coordination, recognition, challenge and expressing opinion in the climate of organization.

Organizational Well-being (WB)
Kraybill et al (2003) define organizational well-being as fulfilling meaningful and challenging work by employees and having the opportunity of using skills, knowledge and awareness in effective occupational relations with colleagues and managers in a safe and healthy climate. Based on this, managers are required to ensure that the culture of creating a positive work place has spread in the corporation. Furthermore, it is required to focus on creating an organizational culture where the employees feel as being present, valuable and respected; moreover, personal responsibility and belonging are fostered, the needs of beneficiaries fulfilled and the organizational interests have been met; and finally, a work climate based on mutual respect and human virtue has been created to promote work relation, where it is tried to improve the utilization and performance (Kraybill, 2003).

III. CONCEPTUAL MODEL

Reviewing related literature it seems that psychological capital creates some psychological climate in the organization by creating organizational virtue, citizenship behavior and organizational identity. Citizenship behavior and organizational identity create some kind of psychological climate in the organization which leads to formation of organizational well-being.

The results obtained from conceptual model in two conditions of meaningfulness coefficient and estimation of standard, are presented in table.
DISCUSSION AND CONCLUSION

Since there are other variables except the ones in this study in relation with the formation of organizational well-being concept, it seems necessary that the investigation and completion of the above-mentioned components can be beneficial. At the end, it should be reminded that it is necessary to conduct more researches investigating the relation between the components of psychological capital and the internal dimensions of organizational well-being including psychological, mental/subjective, social and spiritual dimensions, individually. It is hoped that the start of carrying out positive organizational researches provide the background for spreading positive concepts in organizational climate of our country both in public and private sectors.

REFERENCES