



The Relationship Between Psychological Capital and Organizational Citizenship Behaviors (Field Study on a Sample of Administrative Employees at the University of Tizi Ouzou)

Phd. Student

University of Algiers

Algeria

Email: akli.dahmani@univ-alger2.dz / ORCID: <https://orcid.org/0009-0002-6492-3173>

Professor

University of Algiers

Algeria

Email: smain.bouamama@univ-alger2.dz

Keywords

psychological capital, organisational citizenship behaviour.

Abstract

The current study aimed to investigate the relationship between psychological capital and organisational citizenship behaviours. To achieve this, we used the psychological capital scale developed by Luthans, Avolio, Avey and Norman (2007), as well as a questionnaire on organisational citizenship behaviours among employees prepared by Shalabi Walid (2016) after verifying the psychometric properties of both tools. The sample consisted of 100 administrative employees at Mouloud Mammeri University in Tizi Ouzou. A descriptive approach was adopted for the study. The results indicated a statistically significant correlation between psychological capital and organisational citizenship behaviours. Positive psychology focuses on exploring positive aspects of individual behaviours and investigating positive psychological functional features, such as well-being, happiness, optimism and mental wellness. The latter is considered an important indicator of mental health, as it encompasses significant dimensions that define well-being, such as autonomy, self-acceptance, positive relationships with others and a sense of purpose in life.

Citation

Dahmani Akli; Smain Bouamama. (2026). The Relationship Between Psychological Capital and Organizational Citizenship Behaviors (Field Study on a Sample of Administrative Employees at the University of Tizi Ouzou). *Science, Education and Innovations in the Context of Modern Problems*, 9(2), 1-7. <https://doi.org/10.56334/sei/9.2.27>

Licensed

© 2026 The Author(s). Published by Science, Education and Innovations in the context of modern problems (SEI) by IMCRA - International Meetings and Journals Research Association (Azerbaijan). This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>).

Received: 26.07.2025

Accepted: 10.12.2025

Published: 10.01.2026 (available online)

1. Study problem

Psychological capital is a relatively modern concept that emerged in the field of business management, particularly within organisational behaviour. It emphasises the study of psychological variables that can positively influence employee performance. Therefore, organisations must invest in it and implement it in practice, as it represents a new approach that helps management achieve a competitive advantage in a rapidly changing environment (Asmaa Jabari Jabri, 2018, p. 15).

While human resources are considered one of the most essential organisational resources, requiring continuous development and serving as the main lifeline in building a successful organisation, they are also key to organisational and societal advancement and elevation. In this context, there is growing interest among researchers and organisations in strategic human resource management, particularly with regard to organisational behaviour and its various dimensions. One such aspect is organisational citizenship behaviour, which is currently receiving considerable attention

due to its substantial importance and the critical role it can play in contributing to organisational effectiveness and overall performance.

Today, organisations need behaviours that go beyond those included in job descriptions. Alongside organisational citizenship behaviour, there is a growing focus on the role of organisational culture as a crucial element in the success and sustainability of organisations. Furthermore, developing career paths is fundamental to enhancing human resources and achieving organisational development (Khalil Mohammed Mahrez, 2016, p. 2).

Yilmaz and Tasdan (2009) indicated that organisational citizenship behaviour represents individual behaviour that is not included in the requirements stipulated in job descriptions and is not directly or officially linked to the reward systems implemented in the organisation. Overall, it contributes to increased organisational effectiveness. More precisely, this behaviour is not included in the employment contract between the individual and the organisation.

Kazem Radwan and Asmaa Saeed conducted a study to investigate the impact of psychological capital on the dimensions of organisational citizenship behaviours among employees at Tanta University Administration. It examined the influence of psychological capital and its four dimensions (hope, self-efficacy, optimism and resilience) on the five dimensions of organisational citizenship behaviours (altruism, courtesy, sportsmanship, civil behaviour and conscientiousness). The study population comprised all employees in the administration of Tanta University. To achieve the study's objectives, data were collected by preparing and distributing a survey questionnaire to a sample of 186 individuals.

The study found significant positive correlations between the various dimensions of psychological capital and organisational citizenship behaviours. It also concluded that psychological capital had a statistically significant effect on organisational citizenship behaviours, with resilience being the dimension of psychological capital that had the most significant impact, followed by hope and then self-efficacy. However, the results did not demonstrate a significant effect of optimism on organisational citizenship behaviours. Furthermore, the findings indicated that the dimensions of psychological capital positively and significantly influenced each dimension of organisational citizenship behaviours. Altruism was found to be the most influential, followed by conscientiousness, sportsmanship, civil behaviour and finally courtesy (Tariq Radwan Mohammed and Asmaa Saeed Mohammed Ata, n.d., p. 2).

A study by Cintanya and Salendu (2017) analysed the relationship between psychological capital and organisational citizenship behaviours among employees of a bank in Indonesia. The sample size consisted of 135 individuals, and the psychological capital dimensions included hope, self-efficacy, optimism and resilience. Organisational citizenship behaviours were represented by behaviours that benefit the organisation as a whole and behaviours that benefit specific individuals. The study found a significant positive correlation between psychological capital and organisational citizenship behaviours in general, as well as significant positive correlations between the various dimensions of psychological capital and organisational citizenship behaviours. Self-efficacy was found to be the dimension most associated with organisational citizenship behaviours (Tariq Radwan & Asmaa Saeed, n.d., p. 37).

Additionally, Shingirayi F. Chamisa, Temba Q. Mjoli and Tatenda S. Mhlanga (2020) examined the relationship between psychological capital and organisational citizenship behaviour in selected public hospitals in the Eastern Cape Province of South Africa. The researchers employed a quantitative analysis approach, using questionnaires they had developed to measure both PsyCap and OCB. A sample of 228 nurses from public hospitals in the Eastern Cape Province was included in the study. The findings indicated that psychological capital has a significant and positive impact on organisational citizenship behaviours. The study showed that nurses exhibited high levels of hope, self-efficacy, resilience, optimism and reciprocity in their organisational citizenship behaviours.

Against this backdrop, the present study aims to explore the relationship between psychological capital and organisational citizenship behaviours, addressing the following question:

Is there a correlational relationship between positive psychological capital and organisational citizenship behaviours among administrative staff at Tizi Ouzou University?

2. Study hypotheses

To answer the previously posed question, we formulated the following hypothesis:

There is a correlation between positive psychological capital and organisational citizenship behaviours among administrative staff at Tizi Ouzou University.

3. Importance of the study:

The importance of this study lies in the significance of its variables and the targeted sample, which were determined after reviewing the theoretical framework and previous studies.

1. This study emphasises the importance of exploring the psychological and behavioural aspects of the workforce, particularly the positive psychological dimensions, and of finding suitable mechanisms to unleash the talents and creative ideas of human capital in organisations. This premise is based on the idea that psychological capital enhances organizational citizenship behaviours.

4. Objectives of the study

This study aims to investigate the relationship between positive psychological capital and organisational citizenship behaviours among administrative staff at Tizi Ouzou University.

5. Defining the study concepts:

1- Positive psychological capital

Li-Feng and Hua-Li (2009: 108) define it as positive core psychological factors and states that align with the criteria of positive organisational behaviour, thus surpassing the concepts of human and social capital to achieve competitive advantage through developing and investing in the concept of 'who you are'. Psychological capital differs from human capital (knowledge, skills, abilities and experience), social capital (social networks and relationships), and traditional economic capital (financial resources). Positive psychological capital is viewed as the answer to two questions: 1) Who you are and 2) what you can become in terms of positive development (Millard, 2011: 15).

Similarly, Ma'ani et al. (2011) emphasise that psychological capital stems from the answer to the question 'Who are you?', which includes information about an individual's personal and psychological state. This, in turn, leads to a clear vision of an individual's psychological capabilities, determining the answer to the question: What is this individual's potential? In contemporary organisations, human resources represent valuable capital, and organisations should consider such resources in the face of intense competition, given the difficulty of replicating or duplicating them compared to traditional financial and material resources (Kamal Kazem Taher Al-Husseini, 2013, p. 5).

In the current study, this refers to the total scores obtained by the individuals in the sample on the psychological capital scale.

2- Organisational Citizenship Behaviours

Al-Khateeb (2000) defined organisational citizenship behaviours as a set of positive, voluntary behaviours performed by an individual by choice and desire, and which go beyond official role behaviours. These behaviours are not recognised by the formal rewards system and there are no penalties for failing to perform them; however, they contribute to effective job performance (Najafov, 2025).

Moon (2008) views these as indirect behaviours practised by individuals within the organisation that are not recognised in the official incentives and rewards system. They support and facilitate the organisation's effectiveness. Ibn Khato and Mansaria (2015) refer to them as positive behaviours that go beyond what is officially defined within the organisation, and which are of significant importance to its effectiveness and success in achieving its goals (Tariq Radwan & Asmaa Saeed, n.d., p. 30). This study measures these behaviours using the organisational citizenship behaviour questionnaire developed by Walid Shalabi (2016), which includes five dimensions: altruism, courtesy, sportsmanship, conscientiousness and civil behaviour (Guezzoul et al., 2025).

6. Procedures of the Applied Study:

1- Study methodology

The choice of methodology is determined by the nature of the research problem being investigated. To understand the relationship between the study variables, the descriptive method will be employed. This is defined as 'a way of describing a subject and studying it through scientifically accurate methodology, and portraying the results in numerical form that can be interpreted' (Mohammad Obaidat, 2001). Rabih Turki (1984) defines it as 'any inquiry that focuses on a phenomenon in the educational or psychological realm as it exists in the present, aimed at revealing its characteristics, diagnosing it, or determining the relationships between its elements or between it and other psychological and social phenomena'.

2- Study sample

The study sample consisted of 100 administrative employees at Mouloud Maméri University in Tizi Ouzou, who were randomly selected. They were distributed as follows:

Table 1: Distribution of sample members by gender

Gender	Percentage	Frequency
Males	47	47 %
Females	53	53%
Total	100	100 %

As can be seen from Table 1, the number of male employees was 47, accounting for 47% of the sample, while the number of female employees was 53, making up 53%.

Table 2: Distribution of Sample Members by Seniority

Seniority:	Percentage	Frequency
Less than 5 years	17	%17
From 5 to 10 years	48	%48
10 years and above	35	%35
Total:	100	% 100

5. Study Tools:

5.1 Psychological Capital Scale

The original version of the scale consists of 24 items developed by Luthans, Avolio, Avey and Norman (2007). It was translated into Arabic by three psychology and English language specialists. The scale comprises four dimensions: hope, self-efficacy (or confidence), resilience and optimism. Each dimension consists of six items. Items are scored using a five-point Likert scale ranging from 'strongly agree' to 'strongly disagree'.

The researcher verified the scale's psychometric properties regarding validity and reliability. These were verified in an Algerian study titled 'Extracting the Psychometric Properties of the Psychological Capital Scale on a Sample of Administrative Employees at a University Institution'. For validity, the researcher calculated internal consistency. The correlation coefficients were significant, with the self-validation value ranging from 0.84, indicating a high and significant value. In terms of internal consistency, the correlation coefficients ranged from 0.58 to 0.86, which are significant values indicating the scale's validity. As for reliability, the results were as follows:

Table 3: Reliability of the Psychological Capital Scale

Spearman-Brown correlation coefficient	Reliability value of the Psychological Capital Scale (Luthans et al., 2007):
- Gutman coefficient	**0.76
- Cronbach's alpha	**0.82
Spearman-Brown correlation coefficient	**0.86

5.3 Organisational Citizenship Behaviour Questionnaire

The study relied on the organisational citizenship behaviour questionnaire for employees, developed by Walid Shalabi (2016). The final version consists of 20 items, each with five response options: (strongly agree, agree, neutral, disagree, strongly disagree). These items fall under five dimensions, distributed as follows:

Table 4 represents the axes and items of the organisational citizenship behaviour questionnaire.

Dimensions	Title	Item numbers:
First Dimension	Altruism	1-2-3-4
Second Dimension	Courtesy or politeness	5-6-7-8
Third dimension	Sportsmanship	9-10-11-12
Fourth dimension	Conscience awareness	13-14-15-16
Fifth dimension	Civil behaviour	17-18-19-20

The psychometric properties of the organisational citizenship behaviour questionnaire were verified by calculating validity and reliability using several methods, including expert validity and internal consistency. The correlation coefficients for each item's score with its respective dimension were significant and acceptable, ranging from 0.31 to 0.96 and being significant at levels of 0.05 and 0.01. Additionally, the correlation scores of the questionnaire dimensions with the overall scale score were all significant at the 0.01 level, as shown in the following table:

Table 5: Correlation Scores of the Questionnaire Dimensions with the Overall Score of the Scale

Dimensions	Correlation coefficient	Significance level
------------	-------------------------	--------------------

Altruism	0.69**	0.01
Courtesy or politeness	0.79**	
Sportsmanship	0.69**	
Conscience awareness	0.76**	
Civil behaviour	0.50**	

The reliability of the questionnaire was calculated using the split-half method, and the Pearson correlation coefficient between the individual and paired items was found to be 0.52. The Spearman-Brown correction coefficient was 0.68 and the Guttman correction coefficient was 0.65; both of these are acceptable values. Cronbach's Alpha yielded a value of 0.66, which is a significant and acceptable indicator of the questionnaire's reliability (Shalabi Walid, 2016, pp. 119-130).

For the current study, expert and self-validity were considered alongside split-half reliability and the Cronbach's alpha coefficient. The results indicated that the questionnaire demonstrated high levels of validity and reliability. As previously mentioned, the questionnaire was designed using a five-point Likert scale with five response alternatives, and items were scored by assigning points (5-4-3-2-1) for positive responses and reversing the scores for negative responses.

Study results:

Presentation and analysis of study results

The study hypothesis suggests that there is a statistically significant relationship between psychological capital and organisational citizenship behaviours among administrative staff at Tizi Ouzou University. To test this, the Pearson correlation coefficient was calculated between the two variables' scores, and the results are illustrated in Table 6.

Table 6: Results of the Correlation Coefficient Between the Scores of the Study Sample on the Psychological Capital and Organisational Citizenship Behaviour Scales:

Sample	Study variables	Calculated r value	Calculated significance level	Accepted significance level	Decision
100	Psychological Capital	0.540	0.00	0.01	Significant (there is a correlational relationship).
	Organisational citizenship behaviour				

As can be seen from the previous table, there is a significant correlation between the study sample's (administrative staff at Tizi Ouzou University) scores on the psychological capital and organisational citizenship behaviour scales. The correlation coefficient value is 0.54, which is significant at the 0.01 level. This indicates that the computed significance level is smaller than the accepted significance level (0.01).

Furthermore, the computed Pearson correlation coefficient is positive, meaning that the relationship is direct: as the level of psychological capital among employees increases, they tend to exhibit more organisational citizenship behaviours, and vice versa. Thus, the study hypothesis is confirmed: 'There is a statistically significant relationship between psychological capital and organisational citizenship behaviours among administrative staff at Tizi Ouzou University.'

Interpretation and discussion of the study results

The results of the statistical analysis indicated a significant relationship between the two variables (psychological capital and organisational citizenship behaviour). This can be attributed to several factors, including the fact that these variables are both indicators of mental health. The importance of psychological capital is evident through its association with various outcomes, such as employee performance and positive organisational behaviour. Employees with high psychological capital tend to have positive expectations about future outcomes and a greater belief in their ability to overcome various work-related problems and challenges.

In this context, Saleh (2016) indicated that psychological capital gains significance through its influence on individuals' behaviours in collaborative environments, job satisfaction, positive behaviour, happiness at work and positive organisational change.

Al-Fitlawy (2017) noted that positive psychological capital is important because it improves workplace relationships, enhances administrative performance, fosters innovative initiatives and improves organisational behaviour in areas such as social responsibility, work ethics, job stability and stakeholder relations. All these factors contribute positively to behaviour that reinforces the organisation's positive psychological capital.

The results of this study are consistent with those of numerous previous studies in this field. For example, Safaa Ahmed

Al-Sharbini's (2016) study aimed to analyse the relationship between the dimensions of psychological capital and organisational citizenship behaviours among employees of public sector industrial companies in Dakahlia. This study involved a sample size of 367 individuals. This study revealed a significant correlation between psychological capital dimensions and organisational citizenship behaviours, as well as a positive impact of self-efficacy, hope, and resilience on altruism and civil behaviour dimensions.

Similarly, Shaimaa and Jomana's (2023) study explored the role of psychological capital in enhancing organisational citizenship behaviour. The study aimed to determine the extent to which the dimensions of the independent variable (psychological capital, comprising self-efficacy, hope, optimism, and resilience) affect the dependent variable (organisational citizenship behaviour, including altruism, conscientiousness, sportsmanship, and courtesy). The study sought to achieve several objectives, including identifying the level and type of relationship between psychological capital and organisational citizenship behaviour, and examining the extent to which management embraces both. The study reached several conclusions, the most important of which is the high perception of the current study variables among the universities in the sample.

Conclusion

This study primarily aimed to identify the relationship between positive psychological capital and organisational citizenship behaviours among administrative employees at Tizi Ouzou University. The results suggest that psychological capital effectively enhances organisational citizenship behaviours in the workplace, particularly through its various dimensions.

In light of the results obtained from this study, we propose a set of recommendations that could strengthen psychological capital and organisational citizenship behaviours within the organisation, thereby fostering organisational creativity and loyalty. These recommendations can be summarised as follows:

- Give due importance to the psychological well-being of employees to enhance satisfaction and motivation.
- Encourage management to support creative ideas and organisational citizenship behaviours among employees.
- Conduct similar studies with other variables and in different organisational contexts.

Ethical Considerations

This study was conducted in accordance with internationally accepted ethical standards for research involving human participants. Participation in the study was voluntary, and all respondents were informed about the purpose of the research prior to data collection. Informed consent was obtained from all participants, and they were assured of the confidentiality and anonymity of their responses. No personal identifiers were collected, and the data were used exclusively for scientific research purposes. The study did not involve any physical or psychological risk to participants and complied with the ethical principles of respect, beneficence, and integrity.

Author Contributions

Dahmani Akli contributed to the conceptualization of the study, data collection, statistical analysis, interpretation of results, and drafting of the manuscript.

Smain Bouamama supervised the research process, contributed to the theoretical framework, reviewed and revised the manuscript critically for intellectual content, and approved the final version for publication.

Both authors have read and agreed to the published version of the manuscript.

Acknowledgements

The authors would like to express their sincere gratitude to the administrative staff of Mouloud Mammeri University of Tizi Ouzou for their cooperation and participation in this study. The authors also acknowledge the academic support provided by colleagues from the University of Algiers (2), which contributed to the successful completion of this research.

Funding

The authors declare that no financial support was received for the research, authorship, and/or publication of this article.

Conflict of Interest

The authors declare that there are no commercial or financial relationships that could be construed as a potential conflict of interest with respect to the research, authorship, and/or publication of this article.

References:

1. Al-Fitlawy, M. J. G. (2018). Psychological capital and its role in enhancing strategic leadership: An analytical study of industrial organizations in Najaf Al-Ashraf. *Al-Ghari Journal for Economic and Administrative*

Sciences, 14(3), 1080-1105.

2. Guezzoul, F., Lakel, M., Souakri, T., (2025). The Dynamics of Domestic Violence and the Production of Deviant Behavior: A Field Study of a Sample of Juvenile Delinquents in the Rehabilitation Centers of Ben Ashour and Boukadir. *Science, Education and Innovations in the Context of Modern Problems*, 8(8), 887-896. <https://doi.org/10.56352/sei/8.8.78>
3. Al-Anzi, S., & Ibrahim, I. (2014). Positive psychological capital: An intellectual perspective on its components and core foundations of building and development. *Journal of Economic and Administrative Sciences*, 18(65), 1-31.
4. Al-Husseini, K. K. T. (2013). Psychological capital and its impact on job involvement: An analytical study of faculty members from the colleges of administration, economics, and sports education at Al-Muthanna University. *Al-Muthanna Journal for Administrative and Economic Sciences*, 3(6).
5. Al-Maani, A., Al-Qaryouti, M. Q., & Al-Tarawneh, H. (2011). *Contemporary administrative issues* (1st ed.). Dar Wael for Publishing and Distribution.
6. Al-Shahri, A. A.-R. S. M. (2022). Psychometric properties of the psychological capital scale and testing alternative factor structures among university students. *Journal of Educational Sciences and Human Studies*, (22), 78-104.
7. Al-Sharbini, S. A. (2016). The relationship between the dimensions of psychological capital and organizational citizenship behaviors among employees in public-sector industrial companies in Dakahlia. *Egyptian Journal of Commercial Studies*, 40(1), 112-145.
8. Amamra, T. R. (1984). *Research methodology in educational sciences and psychology*. National Printing Institute.
9. Ata, A. S. M., & Mohammed, T. R. (n.d.). The impact of psychological capital dimensions on organizational citizenship behaviors: An applied study. Department of Business Administration, Faculty of Commerce, Tanta University.
10. Chalabi, W. (2016). *The role of organizational loyalty in developing organizational citizenship behavior among local administration employees in M'sila Province* (Master's thesis). Mohamed Kheidar University of Biskra, Algeria.
11. Jabari, A. (2018). *The relationship between positive psychological capital and employee performance in Palestinian universities operating in the southern West Bank* (Master's thesis). Al-Khalil University, Faculty of Graduate Studies.
12. Najafov R. (2025). A comprehensive study of the factors and patterns of formation of deviant behavior among young people. *Science, Education and Innovations in the Context of Modern Problems*, 8(1), 748-771. doi: 10.56352/sei/8.1.49
13. Joudah, C.J., & Younis, J. A. (2019). The role of psychological capital in enhancing organizational citizenship behavior. *Iraqi Journal of Administrative Sciences*, 19(78), 1074-1089.
14. Li, Z.-F., & Ren, H.-L. (2009). The relationship between academic stress and psychological distress: The moderating effects of psychological capital. In *Proceedings of the 16th International Conference on Management Science and Engineering* (pp. 1-7). IEEE.
15. Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541-572. <https://doi.org/10.1111/j.1744-6570.2007.00083.x>
16. Mahrez, K. M. (2016). *The role of organizational culture in enhancing the relationship between career path development and organizational citizenship behavior: A survey study in Syrian government banks* (Master's thesis). University of Damascus.
17. Mansaria, R., & Ibn Khato, F. (2015). Organizational citizenship behavior and its importance in improving employee performance: A case study of Mobilis Mobile Communications Company. *Journal of the Performance of Algerian Institutions*, (8), 45-60.
18. Millard, M. (2011). *Psychological network: Finding the balance between psychological capital and psychological debt* (Doctoral dissertation). University of Nebraska.
19. Obaidat, M., Al-Salem, M., & Al-Kharabsheh, A. (1999). *Scientific research methodology: Rules, stages, and applications*. Dar Wael for Publishing.
20. Saleh, R. M. (2016). The impact of psychological capital on achieving organizational commitment: A field study in the General Company for Fertilizer Industry in Basra. *Journal of Economic Sciences*, 11(41), 1-34.