

THE RELATIONSHIP BETWEEN PSYCHOLOGICAL CAPITAL and ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A RESEARCH on HEALTH WORKERS*

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ABSTRACT

The history of psychological capital and organizational citizenship behavior of health care professionals in the health sector and the relationship between them. 429 employees were interviewed. The survey includes psychological capital and organizational citizenship behavior scales. There was a positive and moderate relationship between the psychological capital of the employees and organizational citizenship behavior ($r = .528, p = .000$). There was a significant and positive relationship between all sub-dimensions of psychological capital and all subdimensions of organizational citizenship behavior. The level of organizational citizenship behavior can demonstrate increases in case of an increase in psychological capital level of health workers.

Keywords: *Organizational Citizenship, Psychological Capital, Health Workers*

PSİKOLOJİK SERMAYE ile ÖRGÜTSEL VATANDAŞLIK DAVRANIŞLARI ARASINDAKİ İLİŞKİ: SAĞLIK ÇALIŞANLARI ÜZERİNE BİR ARAŞTIRMA

ÖZET

Bu çalışma sağlık çalışanlarının psikolojik sermaye ve örgütsel vatandaşlık davranışlarının düzeylerini ve aralarındaki ilişkiyi incelemeyi

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amaçlamıştır. Çalışma kapsamında 429 çalışanla görüşülmüştür. Anket psikolojik sermaye ve örgütsel vatandaşlık davranış ölçeklerini içermektedir. Çalışanların psikolojik sermayesi ile örgütsel vatandaşlık davranışı arasında pozitif ve orta düzeyde bir ilişki bulunmuştur ($r = .528$, $p = .000$). Psikolojik sermayenin tüm alt boyutları ile örgütsel vatandaşlık davranışının tüm alt boyutları arasında anlamlı ve pozitif bir ilişki ortaya çıkmıştır. Örgütsel vatandaşlık davranışının düzeyi, sağlık çalışanlarının psikolojik sermaye seviyesinin artması durumunda artış gösterebilir.

***Anahtar Kelimeler:** Örgütsel Vatandaşlık, Psikolojik Sermaye, Sağlık Çalışanları*

1. INTRODUCTION

Human is one of the most important factors in the socio-economic and political development of societies and the productivity of organizations. Individuals should also get satisfaction from the work they do besides financial benefits. For this reason, it is important to determine how individuals can be happier, more successful and better in their business life and profession. For this reason it has become a necessity to improve and enhance the working life of employees. Organizations and managers have begun to implement a lot of improvement and development methods in the field of organizational behavior to ensure the satisfaction of employees both in their job and in their personal lives.

Positive psychology is a concept which at the same time cures the negativities for individuals, focuses on their happiness and contributes to their development. The psychological capital (PC) of employees plays an important role in being peaceful, happy and active in their professional lives. PC contributes to employees' positive behavior within the organization. In short, PC refers to the positive psychological condition of the individual (Kaya and Zerenler, 2014: 2).

PC, which is known to be related to organizational variables such as job satisfaction, job continuity, organizational citizenship behavior (OCB), organizational commitment, stress and burn-out, form relationships between the behavior displayed by employees of an organization and the organizational outcome (Abbas and Raja, 2015: 129).

PC is also defined as the positive development of an individual's psychology. PC is an individual's displaying psychologically positive behavior that can appear in many ways, such as: having a conviction that difficult missions will produce successful results, expecting that people can be successful in both the present and the future, insisting on

achieving goals and targets and leading new paths when needed, and striving to overcome the obstacles faced in order to ensure the continuity of success (Luthans, Vogelgesang and Lester, 2006: 26).

As suggested by Luthans and Youssef (2007), PC has four basic sub-dimensions. These are (Luthans and Youssef, 2007: 328):

1. **Self-efficacy:** Self-efficacy is defined as the faith and trust the members of an organization have in themselves in terms of being able to identify the motivation, the cognitive resource, and behavior necessary to attain the goals they have set (Larson and Luthans, 2006: 50).
2. **Hope:** The concept of hope is defined as “a cognitive structure explaining the process related to the decision making on the goal and the planning for ways and methods to achieve such goal” (Snyder *et al.*, 1991: 570).
3. **Optimism:** Seligman defines optimism as a concept that enables the attribution of positive states to personal, permanent and general reasons and negative states to external, temporal and situational factors (Özen Kutunis and Oruç, 2014: 152).
4. **Resilience:** The concept of resilience, as defined by Luthans, refers to the power of reaction against positive and negative situations (Awey, Wernsing, and Luthans, 2008: 54).

OCB is defined as “*behavior that depends on the voluntariness of the individual that helps him/her to carry out the activities of the organization to the fullest extent and in a productive manner without attaching importance to the stylistic award system*” (Organ, 1997: 86). In other words, OCB can be explained as the behavior displayed by the employees in a manner that goes beyond the policies of the organization and the job description (Wong, Ngo and Wong, 2006: 346). An example of this can be one employee helping a colleague who is having trouble meeting the requirements of his/her work (Sezgin, 2005: 320).

OCB aims to increase the efficiency of the organization by protecting the organization from destructive and undesirable behavior, improving the talent and skills of employees and creating effective coordination (Çetin, 2004: 6). OCBs are unwritten behaviors in job descriptions and do not formally reward. Therefore, the employee demonstrates this behaviors without any material expectations (Mehtap, 2011: 41).

Factors impacting the development of the OCB can be listed as personality traits, the person's state of mind, needs, attitude towards work and job satisfaction, features of the job, organizational commitment, characteristics of the manager, seniority and hierarchical level, integration between the person and the organization and social value standards (Balay, 2000: 13; Baltaş, 2002: 185; Erdoğan, 2010: 34-36; Özen İşbaşı, 2000: 85; Keleş, 2009: 31, 36-37; Pelit, 2008: 91; Serinkan and Ürkek Erdiş, 2014: 105-106).

OCB is made up of five dimensions (Bateman and Organ, 1983: 588):

1. **Altruism:** Altruism, or benevolence, involves helping other employees willingly with an organizational mission or a problem that is faced (Organ, 1988: 6).
2. **Courtesy:** Courtesy can be defined as instances of behavior such as informing other employees of the organization beforehand about an issue or problem before its incidence, asking for the advance opinion of individuals who are affected by the decisions of others and enlightening other employees on issues of importance to the organization (Arslantaş and Pekdemir, 2007: 265).
3. **Sportsmanship:** Sportsmanship involves behavior such as being tolerant towards unfavorable situations and constraints stemming from the job, not complaining about disturbances caused by other people, keeping a positive attitude in the face of things going in a wrong way, being able to make sacrifices for productive teamwork and respecting others different opinions (Podsakoff et al., 2000: 517).
4. **Conscientiousness:** This comprises behavior-based voluntarily, which is far beyond the minimum requirements of the role that members of the organization are expected to play (Öztürk, 2010: 58). The difference between altruism and conscientiousness is that while altruism has to do with individuals helping singular persons when it comes to conscientiousness, the aim is to benefit not just a single person but the overall organization (Özen İşbaşı, 2000: 27).
5. **Civic Virtue:** Civic virtue means facing high personal costs, actively participating in the management of the organization, monitoring the threats and opportunities around the organization and observing the interests of the organization.

It also involves employees behaving actively and constructively (Suküt, 2010: 29-30).

OCB contributes greatly to productivity, performance and, hence, to organizational success (Dikmen, 2010: 98; Kabataş, 2010: 45; Serinkan and Ürkek Erdiş, 2014: 108).

There are limited studies in the literature that examine the relationship between psychological capital and organizational citizenship behavior in the field of health. In the international literature reviews conducted on the subject, it has been observed that the effects of psychological capital on performance are mostly investigated.

Having a positive mood of employees in the business environment has many positive effects on personal and organizational levels. The high level of psychological capital of employees in the work environment has a very important role in demonstrating organizational citizenship behavior. In this context, positive psychology can be seen as a precursor of organizational citizenship behavior. In most studies that examined the relationship between psychological capital and organizational citizenship behavior, the relationship between them was found to be positive (Berberoğlu, 2013: 76; Erdoğan, 2018: 164; Yıldız, 2015: 125; Gupta et al., 2017: 978; Pradhan et al., 2016: 11; Lather and Kaur, 2015: 108).

As the psychological capital levels of healthcare professionals increase, there is a significant increase in the tendency to exhibit organizational citizenship behavior. It can be said that employees with a high level of psychological capital feel competent to achieve the job by being aware of their skills in the work to be done, they are more hopeful without having anxiety for the future, they are more optimistic about the negative situations that have happened to them or will be more resistant to the obstacles and problems they face. Therefore, an employee equipped with these positive behaviors is expected to exhibit extra role behaviors towards the organization and the person. It can be said that employees with high levels of organizational citizenship behavior are more helpful to others, behave more altruistically to the organization, develop a more positive perspective towards the job and the organization, prevent conflicts that may be experienced with other employees, and engage in more active activities for the benefit of the organization.

During the analysis of the literature, it is seen that psychological capital and organizational citizenship behavior is of great importance in order to achieve the goals and objectives for organizations and to maintain competitiveness. It is thought that a comprehensive examination

of the relationship between psychological capital, which has great effects on important variables of organizational behavior such as job performance, motivation, organizational commitment, and organizational citizenship behaviors that deal with volunteer behaviors that will contribute to the effectiveness of the organization, will contribute to the literature. It is thought that the relationship between psychological capital and organizational citizenship behavior in Turkey does not receive enough attention and will contribute to this issue in the research.

2. MATERIAL AND METHODS

2.1. Aim and Hypothesis

The purpose of this study is examining the levels of PC and OCB of healthcare professionals in the healthcare sector and the relationship between these two levels. The following hypotheses were asserted in line with the purpose and the scope of this study:

H1: There is a significant relationship between employees' PC and OCB.

H1a: There is a significant relationship between the optimism which is sub-dimension of PC of employees and the altruism which is sub-dimension of OCB.

H1b: There is a significant relationship between the optimism which is sub-dimension of PC of employees and the courtesy which is sub-dimension of OCB.

H1c: There is a significant relationship between the optimism which is sub-dimension of PC of employees and the sportsmanship which is sub-dimension of OCB.

H1d: There is a significant relationship between the optimism which is sub-dimension of PC of employees and the conscientiousness which is sub-dimension of OCB.

H1e: There is a significant relationship between the optimism which is sub-dimension of PC of employees and the civic virtue which is sub-dimension of OCB.

H1f: There is a significant relationship between the resilience which is sub-dimension of PC of employees and the altruism which is sub-dimension of OCB.

H1g: There is a significant relationship between the resilience which is sub-dimension of PC of employees and the courtesy which is sub-dimension of OCB.

H1h: There is a significant relationship between the resilience which is sub-dimension of PC of employees and the sportsmanship which is sub-dimension of OCB.

H1i: There is a significant relationship between the resilience which is sub-dimension of PC of employees and the conscientiousness which is sub-dimension of OCB.

H1j: There is a significant relationship between the resilience which is sub-dimension of PC of employees and the civic virtue which is sub-dimension of OCB.

H1k: There is a significant relationship between the self- efficacy which is sub-dimension of PC of employees and the altruism which is sub-dimension of OCB.

H1l: There is a significant relationship between the self- efficacy which is sub-dimension of PC of employees and the courtesy which is sub-dimension of OCB.

H1m: There is a significant relationship between the self- efficacy which is sub-dimension of PC of employees and the sportsmanship which is sub-dimension of OCB.

H1n: There is a significant relationship between the self- efficacy which is sub-dimension of PC of employees and the conscientiousness which is sub-dimension of OCB.

H1o: There is a significant relationship between the self- efficacy which is sub-dimension of PC of employees and the civic virtue which is sub-dimension of OCB.

H1p: There is a significant relationship between the hope which is sub-dimension of PC of employees and the altruism which is sub-dimension of OCB.

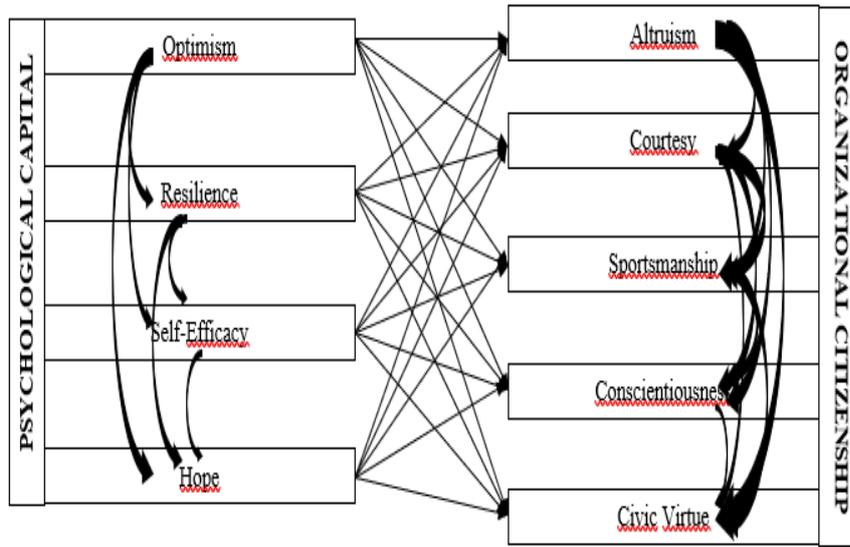
H1r: There is a significant relationship between the hope which is sub-dimension of PC of employees and the courtesy which is sub-dimension of OCB.

H1s: There is a significant relationship between the hope which is sub-dimension of PC of employees and the sportsmanship which is sub-dimension of OCB.

H1t: There is a significant relationship between the hope which is sub-dimension of PC of employees and the conscientiousness which is sub-dimension of OCB.

H1u: There is a significant relationship between the hope which is sub-dimension of PC of employees and the civic virtue which is sub-dimension of OCB.

Figure 1: Research Model And Hypotheses



2.2. Population and Sample

The population of the study is made up of 1110 healthcare professionals. The sample size representative of the population was found to be 286 persons with a 95% confidence interval and a sampling error of 0.05, 415 persons with a 99% confidence interval and a sampling error of 0.05 according to simulation-based power analysis. The formula used to calculate the sample size representative of the population is given below.

$$n = \frac{N * t^2 * p * q}{d^2 * (N - 1) + t^2 * p * q}$$

n= Sample size

N= Number of individuals in the target audience

t= The theoretical value found according to the t table at a certain level of significance

p= Probability of occurrence of the investigated event (frequency of occurrence)

q= (1-p)= Probability of not seeing the event under consideration (frequency of non-occurrence)

d= Accepted sampling error rate

The population of the study consists of healthcare professionals who serve in three public hospitals in the central district of Çorum province and who have agreed to participate. As data was thought to be lost, 429 healthcare workers were surveyed. The study is a quantitative analysis cross-sectional field research. The survey method was utilized to collect the data of the study. In the study, the voluntary participation of healthcare professionals was taken as a basis during the survey stage. The survey took place between October and November 2017.

2.3. Measures

The survey is made up of three sections. The first section contains 9 questions for the collection of demographic information on the participants. The second section is made up of the PC scale prepared with the purpose of identifying the healthcare personnel's levels of PC. The third section contains the OCB scale prepared to identify the healthcare personnel's levels of OCB. The total numbers of questions contained within the scales incorporating the sub-dimensions of PC and OCB as presented in the survey questionnaire are provided below in Table 1.

Table 1: Structures Identified in The Survey And The Number Of Questions

Structures		Number Of Questions
Psychological Capital	Optimism	6
	Resilience	6
	Hope	6
	Self-Efficacy	6
Organizational	Altruism	5

Citizenship Behavior	Conscientiousness	3
	Courtesy	3
	Sportsmanship	4
	Civic Virtue	4
Total Number of Questions		43

The “*Psychological Capital Scale*” as purported by Luthans, Youssef and Avolio (2007) and prepared by Çetin and Basım (2012) was utilized. The scale is made up of 24 questions and a structure of 4 sub-dimensions. Statements 1, 9, 11, 14, 18 and 19 in the scale are aimed at the optimism dimension, statements 5, 7, 8, 10, 13 and 22 at the resilience dimension, statements 2, 6, 12, 17, 20 and 24 at the hope dimension, statements 3, 4, 15, 16, 21 and 23 at the self-efficacy dimension (Çetin and Basım, 2012: 127). A 5-point Likert scale was preferred for this study. The respondents were asked to select from amongst the options ranged from very positive to very negative by their opinions on the given statement. Accordingly, the options were ranked as 1- “*I fully disagree*”, 2-“*I disagree*”, 3- “*Indecisive*”, 4-“*I agree*”, 5-“*I fully agree*”.

For the organizational citizenship scale, was used, “The Organizational Citizenship Behavior Scale”, of Basım and Şeşen (2006, which combines the scales of two different studies conducted by Vey and Campbell (2004) and Williams and Shiaw (1999). The scale comprises a total of 19 items. Statements 1-5 in the scale are aimed at the altruism dimension, 6-8 at the conscientiousness dimension, 9-11 at the courtesy dimension, 12-15 at the sportsmanship dimension, and 16-19 at the civic virtue dimension (Basım and Şeşen, 2006: 88). A 5 point Likert scale was utilized to collect the responses. The respondents were asked to select from amongst the options ranged from very positive to very negative by their opinions on the given statement. Accordingly, the options were ranked as 1-“*Never*”, 2-“*Rarely*”, 3-“*Sometimes*”, 4-“*Often*” and 5-“*Always*”.

Cronbach’s alpha value for the whole *psychological capital scale* was found to be $\alpha=.807$. Cronbach’s alpha value for the whole *organizational citizenship behavior scale* was found to be $\alpha=.745$. According to these results, it can be said that the scales utilized in the study are reliable. In the original studies of the scales, validity analyzes were made by the authors, and the structure of the scales was preserved

without any changes and included in the study. According to the confirmatory factor analysis results, factor loads varied between 0.43 and 0.96 in the organizational citizenship behavior scale; RMSEA = .046 and CFI = .93 on psychological capital scale.

2.4. Data Analysis

After the collection of the surveys, the data were analyzed with the Statistical Package software. Mean, standard deviation and percentage distribution were utilized for descriptive statistics. Descriptive analyzes were made for the demographic characteristics of the participants. The compliance of the data to normal distribution was examined with the Kolmogorov Smirnov test, one of the tests of normality. It was determined that the data were distributed normally and analyzes were made with parametric tests. T-test was used in independent groups to compare the levels of PC and OCB of the two groups variables. One-way ANOVA test was used to compare the variables of three and more groups with the levels of PC and OCB scales. To perform multiple comparisons for variables found to be significant, the Tukey HSD test was applied.

The Pearson Correlation test was utilized to examine the relationship between the sub-dimensions of PC and the sub-dimensions of OCB. Cronbach's alpha test was utilized to ensure the reliability of the PC scale and the OCB scale.

3. RESULTS

66.7% of the participants are female, 66.4% are married, 49.7% have a bachelor's degree and 59.4% are nurses. 39.4% of participants are between the ages of 35-44. Table 2 presents the demographic characteristics of the participants.

Table 2: Demographic Information On Participants

Sex	Frequency	Percentage	Marital Status	Frequency	Percentage
Female	286	66.7%	Married	285	66.4%
Male	143	33.3%	Single	144	33.6%
Total	429	100%	Total	429	100%

Age	Frequency	Percentage	Level of Education	Frequency	Percentage
24 and younger	57	13.3%	Tertiary Education	64	14.9%
25-34	145	33.8%	Associate	110	25.6%
35-44	169	39.4%	Bachelor's	213	49.7%
45 and older	58	13.5%	Post-Graduate	42	9.8%
Total	429	100%	Total	429	100%
Occupation	Frequency	Percentage	Monthly Income (TRY)	Frequency	Percentage
Physician	34	7.9%	1500-2500	12	2.8%
Nurse-Midwife	255	59.4%	2501-4000	336	78.3%
Health Officer/ Technician	125	29.1%	4001-6000	48	11.2%
Health Sciences Licensee	15	3.5%	6001 and above	33	7.7%
Total	429	100%	Total	429	100%
Duration of Work in Occupation	Frequency	Percentage	Duration of Work in Current Workplace	Frequency	Percentage
Less than 1 year	41	9.6%	Less than 1 year	91	21.2%
1-5 years	77	17.9%	1-5 years	163	38.0%
6-10 years	116	27.0%	6-10 years	103	24.0%

11-24 years	144	33.6%	11-24 years	58	13.5%
25 years and longer	51	11.9%	25 years and longer	14	3.3%
Total	429	100%	Total	429	100%

According to the results of the analysis, there was no significant difference in the sub-dimensions of psychological capital and organizational citizenship behavior according to the gender of the employees.

Table 3: Employees' Perceptions Of Psychological Capital And Organizational Citizenship Behavior By Gender

		Sex	N	Average	Standard Deviation (SD)	Standard Error (SE)	t	P
Psychological Capital	Optimism	Female	286	18,1824	2,81129	0,16624	-1,169	0,243
		Male	143	18,5221	2,88772	0,24148		
	Resilience	Female	285	19,7333	2,41949	0,14332	-0,648	0,518
		Male	143	19,8963	2,52374	0,21105		
	Hope	Female	286	19,8403	2,89271	0,17105	-0,385	0,700
		Male	143	19,9569	3,07208	0,25690		
	Self-Efficacy	Female	286	21,0519	2,76855	0,16371	-1,512	0,131
		Male	143	21,4837	2,82783	0,23647		

Organizational Citizenship Behavior	Altruism	Female	286	15,9643	2,34265	0,13852	-0,853	0,394
		Male	143	16,1706	2,40035	0,20073		
	Conscientiousness	Female	286	10,2786	1,18227	0,06991	0,796	0,426
		Male	143	10,1865	1,01447	0,08483		
	Courtesy	Female	286	9,2704	1,31060	0,07750	0,170	0,865
		Male	143	9,2471	1,39511	0,11667		
	Sportsmanship	Female	286	12,1267	1,94877	0,11523	1,452	0,147
		Male	143	11,8287	2,11122	0,17655		
	Civic Virtue	Female	286	13,5524	1,64446	0,09724	0,334	0,739
		Male	143	13,4948	1,77335	0,14830		

According to the results of the analysis, the optimism, resilience, hope and self-efficacy sub-dimensions of psychological capital; the altruism, courtesy, conscientiousness and civil virtue sub-dimensions of organizational citizenship behavior differ significantly according to the age of the employees (Table 4).

According to the results of multiple comparison tests, the average of the group of 24 years and under in the sub-dimension of optimism of the psychological capital scale was lower than the average of the group of 35-44 years. In the resilience sub-dimension, the average of the 24-year-old and under group was lower than the average of all other age groups. In the hope sub-dimension, it was observed that the average of the 45 years and over group was higher than all other groups. In the self-efficacy sub-dimension, it was observed that the average of the 24-year-old and below group was lower than the average of all other age groups, while the 25-34 age group had a lower average than the 45-years and over group.

According to the results of multiple comparison tests, the average of the group 24 years and under in the altruism sub-dimension of the organizational citizenship Behavior Scale was lower than in the group 25-34 years and 45 years and over. In the sub-dimension of conscientiousness, it was observed that the average of the 24-year-old and younger group was lower than the 35-44 and 45-year-old groups, while the average of the 25-34 age group was lower than the 45-year-old group. In the courtesy sub-dimension, it was observed that the averages of the 25-34 age group were lower than the 45 and over group. In the sub-dimension of civic virtue, the average of the 24-year-old and under group and the 25-34 age group were found to be lower than the 35-44 age groups.

Table 4: Employees' Perceptions Of Psychological Capital And Organizational Citizenship Behavior By Age

		Age	N	Average	SD	SE	F	P
Psychological Capital	Optimism	≤24	57	17,3363	2,97318	0,39381	3,595	0,014
		25-34	145	18,1437	2,94645	0,24469		
		35-44	169	18,7071	2,65059	0,20389		
		45+	58	18,4195	2,76821	0,36348		
	Resilience	≤24	56	18,2232	2,87523	0,38422	10,855	0,000
		25-34	145	19,7782	2,52090	0,20935		
		35-44	169	20,0493	2,15891	0,16607		
		45+	58	20,5603	2,02342	0,26569		
	Hope	≤24	57	19,1959	2,78782	0,36926	5,859	0,001
		25-34	145	19,7299	3,09863	0,25733		
		35-44	169	19,7535	2,98126	0,22933		
		45+	58	21,2902	2,16533	0,28432		

	Self-Efficacy	≤24	57	19,6930	3,19703	0,42346	9,815	0,000
		25-34	145	21,0782	2,79688	0,23227		
		35-44	169	21,4053	2,51002	0,19308		
		45+	58	22,3563	2,52790	0,33193		
Organizational Citizenship Behavior	Altruism	≤24	57	15,1298	2,36447	0,31318	3,719	0,012
		25-34	145	16,2786	2,45383	0,20378		
		35-44	169	16,0189	2,26918	0,17455		
		45+	58	16,3483	2,21654	0,29105		
	Conscientiousness	≤24	57	9,7895	1,41370	0,18725	7,525	0,000
		25-34	145	10,1080	1,16791	0,09699		
		35-44	169	10,3826	,98309	0,07562		
		45+	58	10,6552	,90905	0,11936		
	Courtesy	≤24	57	8,8947	1,59010	0,21061	3,816	0,010
		25-34	145	9,1379	1,31091	0,10887		
		35-44	169	9,3629	1,19514	0,09193		
		45+	58	9,6437	1,43183	0,18801		
	Sportsmanship	≤24	57	11,9167	1,76102	0,23325	0,334	0,801
		25-34	145	11,9328	2,01001	0,16692		
		35-44	169	12,0947	2,02714	0,15593		
		45+	58	12,1767	2,19200	0,28782		

	Civic Virtue	≤24	57	12,9167	1,84520	0,24440	5,334	0,001
		25-34	145	13,3638	1,66197	0,13802		
		35-44	169	13,8595	1,61692	0,12438		
		45+	58	13,6121	1,59919	0,20998		

According to the results of the analysis, the resilience, hope and self-efficacy sub-dimensions of psychological capital; the altruism, conscientiousness and civil virtue sub-dimensions of organizational citizenship behavior differ significantly according to the marital status of the employees (Table 5).

It was observed that the average of married employees was higher than single employees in all sub-dimensions with significant differences in both psychological capital and organizational citizenship behavior scales.

Table 5: Employees' Perceptions Of Psychological Capital And Organizational Citizenship Behavior By Marital Status

		Marital Status	N	Average	SD	SE	t	P
Psychological Capital	Optimism	Married	284	18,3046	2,92738	0,17371	-0,066	0,947
		Single	142	18,3239	2,65999	0,22322		
	Resilience	Married	284	20,0869	2,40274	0,14258	3,744	0,000
		Single	141	19,1548	2,44419	0,20584		
	Hope	Married	284	20,0998	3,00226	0,17815	2,007	0,045
		Single	142	19,4930	2,81732	0,23642		
	Self-Efficacy	Married	284	21,4783	2,75541	0,16350	2,902	0,004
		Single	142	20,6573	2,74793	0,23060		

Organizational Citizenship Behavior	Altruism	Married	284	16,1887	2,34589	0,13920	2,026	0,043
		Single	142	15,6986	2,37083	0,19896		
	Conscientiousness	Married	284	10,3580	1,08844	0,06459	2,921	0,004
		Single	142	10,0211	1,18715	0,09962		
	Courtesy	Married	284	9,3498	1,30315	0,07733	1,797	0,073
		Single	142	9,1033	1,39524	0,11709		
	Sportsmanship	Married	284	12,1620	2,07452	0,12310	1,845	0,066
		Single	142	11,7817	1,85820	0,15594		
	Civic Virtue	Married	284	13,6884	1,68400	0,09993	2,634	0,009
		Single	142	13,2342	1,66637	0,13984		

According to the results of the analysis, the hope and self-efficacy sub-dimensions of psychological capital; the altruism sub-dimension of organizational citizenship behavior differ significantly according to the level of education of the employees (Table 6).

According to the multiple comparison test results, in the hope and self-efficacy sub-dimensions of the psychological capital scale, the average of employees with a post graduate education level was higher than the average of employees with tertiary education, associate and bachelor's.

In the altruism sub-dimension of the organizational citizenship behavior scale, the average of employees with associate degree education was found to be higher than the average of employees with tertiary education.

Table 6: Employees' Perceptions Of Psychological Capital And Organizational Citizenship Behavior By Level Of Education

		Level of Education	N	Average	SD	SE	F	P
Psychological Capital	Optimism	Primary School	2	17,4167	4,36049	3,08333	2,035	0,089
		Tertiary Education	64	19,0260	2,93375	0,36672		
		Associate	110	18,5227	2,91744	0,27817		
		Bachelor's	211	17,9613	2,79379	0,19233		
		Post-Graduate	42	18,3095	2,49160	0,38446		
	Resilience	Primary School	2	19,0000	4,71405	3,33333	0,632	0,640
		Tertiary Education	63	19,7381	2,75683	0,34733		
		Associate	110	19,9045	2,15711	0,20567		
		Bachelor's	211	19,6580	2,53219	0,17432		
		Post-Graduate	42	20,2460	2,24732	0,34677		
	Hope	Primary School	2	16,5833	,11785	0,08333	5,905	0,000
		Tertiary Education	64	19,5443	3,10547	0,38818		
		Associate	110	19,3424	3,24067	0,30899		
		Bachelor's	211	19,9344	2,73311	0,18816		

Organizational Citizenship Behavior	Self-Efficacy	Post-Graduate	42	21,6746	2,25596	0,34810	5,082	0,001
		Primary School	2	18,0833	3,65339	2,58333		
		Tertiary Education	64	20,7734	3,06663	0,38333		
		Associate	110	21,0985	2,63265	0,25101		
		Bachelor's	211	21,0711	2,70106	0,18595		
		Post-Graduate	42	22,8690	2,66731	0,41157		
	Altruism	Primary School	2	14,4000	5,09117	3,60000	2,534	0,040
		Tertiary Education	64	15,5750	2,56286	0,32036		
		Associate	110	16,4909	2,15690	0,20565		
		Bachelor's	211	16,0626	2,38676	0,16431		
		Post-Graduate	42	15,4619	2,13838	0,32996		
		Conscientiousness	Primary School	2	8,8333	2,12132	1,50000	0,959
Tertiary Education			64	10,3021	1,15580	0,14447		
Associate			110	10,1879	1,10833	0,10568		
Bachelor's			211	10,2828	1,09282	0,07523		
Post-Graduate			42	10,2143	1,27902	0,19736		

	Courtesy	Primary School	2	7,6667	,94281	0,66667	2,158	0,073
		Tertiary Education	64	9,6146	1,36499	0,17062		
		Associate	110	9,2970	1,36682	0,13032		
		Bachelor's	211	9,1754	1,29194	0,08894		
		Post-Graduate	42	9,1508	1,38165	0,21319		
	Sportsmanship	Primary School	2	9,3750	,88388	0,62500	1,444	0,219
		Tertiary Education	64	12,0273	2,10117	0,26265		
		Associate	110	11,8273	1,92185	0,18324		
		Bachelor's	211	12,0983	1,93190	0,13300		
		Post-Graduate	42	12,3214	2,39555	0,36964		
	Civic Virtue	Primary School	2	11,3750	2,29810	1,62500	1,181	0,319
		Tertiary Education	64	13,6992	1,66081	0,20760		
		Associate	110	13,5659	1,62608	0,15504		
		Bachelor's	211	13,5320	1,66794	0,11483		
		Post-Graduate	42	13,3036	1,92982	0,29778		

According to the results of the analysis, the hope and self-efficacy sub-dimensions of psychological capital differ significantly according to the occupation of the employees (Table 7).

According to the multiple comparison test results, in the hope sub-dimension of the psychological capital scale, the average of physicians was higher than the average of nurse-midwife and health officer-technician occupational groups. In the self-efficacy sub-dimension of the psychological capital scale, it was observed that the average of physicians and health officer-technician profession groups was higher than the nurse-midwife profession group.

Table 7: Employees' Perceptions Of Psychological Capital And Organizational Citizenship Behavior By Occupation

		Occupation	N	Average	SD	SE	F	P
Psychological Capital	Optimism	Physician	34	17,8824	2,46304	0,42241	0,992	0,397
		Nurse- Midwife	255	18,1837	2,92658	0,18327		
		Health Officer/ Technician	125	18,6413	2,77922	0,24858		
		Health Sciences Licensee	15	18,2556	2,53771	0,65523		
	Resilience	Physician	34	19,8235	2,12764	0,36489	0,356	0,785
		Nurse- Midwife	255	19,6909	2,62353	0,16462		
		Health Officer/ Technician	125	19,9440	2,25203	0,20143		
		Health Sciences Licensee	15	20,0444	1,75986	0,45439		
	Hope	Physician	34	21,6814	2,18980	0,37555	5,812	0,001
		Nurse- Midwife	255	19,5320	3,09392	0,19375		
		Health Officer/ Technician	125	20,0920	2,71185	0,24256		

Organizational Citizenship Behavior		Health Sciences Licensee	15	19,9222	2,35859	0,60899			
	Self-Efficacy	Physician	34	22,5294	2,91388	0,49973	5,967	0,001	
		Nurse- Midwife	255	20,7758	2,83035	0,17724			
		Health Officer/ Technician	125	21,5933	2,55560	0,22858			
		Health Sciences Licensee	15	22,0000	2,36123	0,60967			
	Organizational Citizenship Behavior	Altruism	Physician	34	15,7294	1,98411	0,34027	0,431	0,731
			Nurse- Midwife	255	16,0063	2,44156	0,15290		
			Health Officer/ Technician	125	16,1952	2,25281	0,20150		
			Health Sciences Licensee	15	15,8267	2,74733	0,70936		
		Conscientiousness	Physician	34	10,3333	1,17780	0,20199	0,146	0,932
			Nurse- Midwife	255	10,2235	1,18653	0,07430		
			Health Officer/ Technician	125	10,2800	1,02426	0,09161		
			Health Sciences Licensee	15	10,2000	,89797	0,23185		
Courtesy		Physician	34	9,0882	1,24265	0,21311	0,401	0,753	
		Nurse- Midwife	255	9,2627	1,33866	0,08383			
		Health Officer/ Technician	125	9,2773	1,40387	0,12557			

		Health Sciences Licensee	15	9,5333	,97427	0,25156		
	Sportsmanship	Physician	34	11,8088	2,40033	0,41165	0,710	0,546
		Nurse- Midwife	255	12,1422	1,95121	0,12219		
		Health Officer/ Technician	125	11,8580	1,96295	0,17557		
		Health Sciences Licensee	15	11,9833	2,39319	0,61792		
	Civic Virtue	Physician	34	13,0147	1,71440	0,29402	2,194	0,088
		Nurse- Midwife	255	13,5843	1,70102	0,10652		
		Health Officer/ Technician	125	13,6520	1,62636	0,14547		
		Health Sciences Licensee	15	12,8500	1,67118	0,43150		

According to the results of the analysis, the hope and self-efficacy sub-dimensions of psychological capital differ significantly according to the monthly income of the employees (Table 8).

According to the multiple comparison test results, in the hope sub-dimension of the psychological capital scale, the average of employees with an income of 2501-4000 TL was lower than the average of employees with an income of 6001 TL and above. In the self-efficacy sub-dimension of the psychological capital scale, it was observed that the average of employees with an income of 2501-4000 TL and 4001-6,000 TL was lower than the average of employees with an income of 6001 TL and above.

Table 8: Employees' Perceptions Of Psychological Capital And Organizational Citizenship Behavior By Monthly Income

		Monthly Income	N	Average	SD	SE	F	P
Psychological Capital	Optimism	1500- 2500	12	18,0694	2,73996	0,79096	0,317	0,813
		2501- 4000	336	18,3591	2,79620	0,15255		
		4001 -6000	48	18,1771	3,38076	0,48797		
		6001+	33	17,9040	2,50521	0,43610		
	Resilience	1500- 2500	12	21,2917	1,85201	0,53463	2,208	0,087
		2501- 4000	336	19,7119	2,50250	0,13673		
		4001 -6000	48	19,5903	2,36702	0,34165		
		6001+	33	20,2980	2,07069	0,36046		
	Hope	1500- 2500	12	21,1389	2,33748	0,67477	5,922	0,001
		2501- 4000	336	19,6215	2,98260	0,16271		
		4001 -6000	48	20,1424	2,79268	0,40309		
		6001+	33	21,6616	2,30469	0,40120		
	Self-Efficacy	1500- 2500	12	22,6250	2,25196	0,65009	7,256	0,000
		2501- 4000	336	20,9370	2,76541	0,15087		
		4001 -6000	48	21,3715	2,69845	0,38949		
		6001+	33	23,0556	2,59328	0,45143		

Organizational Citizenship Behavior	Altruism	1500- 2500	12	16,4167	2,51028	0,72466	0,466	0,706
		2501- 4000	336	16,0768	2,36208	0,12886		
		4001 -6000	48	15,8792	2,46084	0,35519		
		6001+	33	15,6727	2,20387	0,38364		
	Conscientiousness	1500- 2500	12	10,3889	1,03312	0,29824	0,918	0,432
		2501- 4000	336	10,2579	1,10100	0,06006		
		4001 -6000	48	10,0278	1,31698	0,19009		
		6001+	33	10,4141	1,15178	0,20050		
	Courtesy	1500- 2500	12	9,3611	1,24282	0,35877	0,821	0,483
		2501- 4000	336	9,3095	1,35042	0,07367		
		4001 -6000	48	9,0417	1,29488	0,18690		
		6001+	33	9,0707	1,30904	0,22788		
	Sportsmanship	1500- 2500	12	12,9375	2,02856	0,58559	0,952	0,415
		2501- 4000	336	12,0015	1,95652	0,10674		
		4001 -6000	48	12,1042	2,10485	0,30381		
		6001+	33	11,8485	2,34765	0,40867		
	Civic Virtue	1500- 2500	12	13,2708	1,23149	0,35550	0,497	0,685
		2501- 4000	336	13,5714	1,69286	0,09235		
		4001 -6000	48	13,5365	1,71971	0,24822		

		6001+	33	13,2348	1,74658	0,30404		
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According to the results of the analysis, the optimism, resilience, hope and self-efficacy sub-dimensions of psychological capital; the altruism and conscientiousness sub-dimensions of organizational citizenship behavior differ significantly according to the duration of work in occupation of the employees (Table 9).

According to the multiple comparison test results, in the hope sub-dimension of the psychological capital scale, the average of employees with a working period of 25 years or more in the profession was higher than the average of employees with a working time of less than 1 year, 6-10 years and 11-24 years. In the self-efficacy sub-dimension of the psychological capital scale, the average of employees with less than 1 year working time in the profession was found to be lower than the average of employees with 1-5 years, 6-10 years, 11-24 years, and 25 years or more. In the optimism sub-dimension of the psychological capital scale, it was observed that the average of employees with less than 1 year working time in the profession was lower than the average of employees with 1-5 years of working time. In the resilience sub-dimension of the psychological capital scale, it was observed that the average of employees with less than 1 year working time in the profession was lower than the average of employees with 1-5 years, 6-10 years, 11-24 years and 25 years and more. In all sub-dimensions of the psychological capital scale, the average of employees with a working period of 6-10 years is lower than the average of employees with a working period of 25 years or more.

According to the multiple comparison test results, in the altruism sub-dimension of the organizational citizenship behavior scale, the average of employees with less than 1 year working time in the health sector was lower than the average of employees with 1-5 years of working time. In the conscientiousness sub-dimension of the organizational citizenship behavior scale, it was observed that the average of employees with a working time of less than 1 year in the sector was lower than the average of employees with a working time of 25 years or more.

Table 9: Employees' Perceptions Of Psychological Capital And Organizational Citizenship Behavior By Duration Of Work In Occupation

		Duration of Work in Occupation	N	Average	SD	SE	F	P
Psychological Capital	Optimism	<1 year	41	17,1829	2,64937	0,41376	3,478	0,008
		1-5 years	77	18,8918	2,71768	0,30971		
		6-10 years	116	17,8865	2,84049	0,26373		
		11-24 years	144	18,5058	2,87288	0,23941		
		25+ years	51	18,6275	2,78520	0,39001		
	Resilience	<1 year	41	18,1057	2,85841	0,44641	8,130	0,000
		1-5 years	77	19,9827	2,33499	0,26610		
		6-10 years	116	19,4928	2,57465	0,24009		
		11-24 years	144	20,0741	2,26496	0,18875		
		25+ years	51	20,7026	1,76393	0,24700		
	Hope	<1 year	41	19,1220	2,94227	0,45951	3,513	0,008
		1-5 years	77	20,0000	2,80468	0,31962		
		6-10 years	116	19,6394	3,14189	0,29172		
		11-24 years	144	19,7627	3,01302	0,25109		
		25+ years	51	21,1797	2,14109	0,29981		
	Self-Efficacy	<1 year	41	19,2886	3,03522	0,47402	7,288	0,000

		1-5 years	77	21,5087	2,43826	0,27787		
		6-10 years	116	21,0216	2,99867	0,27842		
		11-24 years	144	21,3588	2,56889	0,21407		
		25+ years	51	22,1928	2,54937	0,35698		
Organizational Citizenship Behavior	Altruism	<1 year	41	15,0683	2,08020	0,32487	2,626	0,034
		1-5 years	77	16,3662	2,55928	0,29166		
		6-10 years	116	15,8741	2,40254	0,22307		
		11-24 years	144	16,1292	2,25698	0,18808		
		25+ years	51	16,3961	2,30425	0,32266		
	Conscientiousness	<1 year	41	9,7642	1,30861	0,20437	2,987	0,019
		1-5 years	77	10,2554	1,08404	0,12354		
		6-10 years	116	10,2241	1,25014	0,11607		
		11-24 years	144	10,2894	1,01828	0,08486		
		25+ years	51	10,5621	,94396	0,13218		
	Courtesy	<1 year	41	8,9919	1,53928	0,24039	2,236	0,064
		1-5 years	77	9,3593	1,23753	0,14103		
		6-10 years	116	9,1897	1,26355	0,11732		
		11-24 years	144	9,1852	1,41464	0,11789		
		25+ years	51	9,7190	1,17638	0,16473		
	Sportsmanship	<1 year	41	11,8720	1,78284	0,27843	0,696	0,595

		1-5 years	77	12,0227	1,91221	0,21792		
		6-10 years	116	11,9720	2,04508	0,18988		
		11-24 years	144	11,9670	2,10150	0,17512		
		25+ years	51	12,4559	1,97466	0,27651		
	Civic Virtue	<1 year	41	13,2012	1,82878	0,28561	1,443	0,219
		1-5 years	77	13,4156	1,58353	0,18046		
		6-10 years	116	13,3944	1,76412	0,16379		
		11-24 years	144	13,7708	1,68641	0,14053		
		25+ years	51	13,6225	1,49864	0,20985		

According to the results of the analysis, the resilience and self-efficacy sub-dimensions of psychological capital; the altruism and conscientiousness sub-dimensions of organizational citizenship behavior differ significantly according to the duration of work in current workplace of the employees (Table 10).

According to the multiple comparison test results, in the resilience sub-dimension of the psychological capital scale, the average of employees with less than 1 year working time in the current workplace was lower than the average of employees with 1-5 years, 6-10 years and 11-24 years. In the self-efficacy sub-dimension, it was observed that the average of employees with less than 1 year working time in the current workplace is lower than the average of employees with 11-24 years of working time.

According to the multiple comparison test results, it was seen that in the altruism sub-dimension of the organizational citizenship behavior scale, the average of employees with a working period of less than 1 year and 1-5 years in the current workplace is lower than the average of employees with a working period of 25 years or more. In the sub-dimension of conscientiousness, it was observed that the average of employees with less than 1 year working time in the current workplace

was lower than the average of employees with 11-24 years of working time.

Table 10: Employees' Perceptions Of Psychological Capital And Organizational Citizenship Behavior By Duration Of Work In Current Workplace

		Duration of Work in Current Workplace	N	Average	SD	SE	F	P
Psychological Capital	Optimism	<1 year	91	17,6557	2,71607	0,28472	1,524	0,194
		1-5 years	163	18,5174	3,09833	0,24268		
		6-10 years	103	18,4126	2,43016	0,23945		
		11-24 years	58	18,4856	2,93883	0,38589		
		25+ years	14	18,2262	2,55671	0,68331		
	Resilience	<1 year	91	18,8333	2,62526	0,27520	5,250	0,000
		1-5 years	163	20,0298	2,52830	0,19864		
		6-10 years	103	19,8058	2,28999	0,22564		
		11-24 years	58	20,4195	1,91262	0,25114		
		25+ years	14	20,4405	2,05855	0,55017		
	Hope	<1 year	91	19,4597	3,10956	0,32597	2,361	0,053
		1-5 years	163	19,7515	3,11218	0,24376		
		6-10 years	103	19,9337	2,59916	0,25610		
		11-24 years	58	20,3448	2,88048	0,37822		
		25+ years	14	21,7619	1,83475	0,49036		

Organizational Citizenship Behavior	Self-Efficacy	<1 year	91	20,3553	2,95002	0,30925	3,125	0,015
		1-5 years	163	21,3037	2,83895	0,22236		
		6-10 years	103	21,3625	2,60816	0,25699		
		11-24 years	58	21,6868	2,64079	0,34675		
		25+ years	14	22,1429	2,18274	0,58336		
	Altruism	<1 year	91	15,6242	2,47132	0,25906	4,444	0,002
		1-5 years	163	15,7779	2,29105	0,17945		
		6-10 years	103	16,2136	2,39808	0,23629		
		11-24 years	58	16,6345	2,07918	0,27301		
		25+ years	14	17,8429	2,09935	0,56107		
	Conscientiousness	<1 year	91	9,9304	1,30101	0,13638	3,198	0,013
		1-5 years	163	10,2434	1,13376	0,08880		
		6-10 years	103	10,3333	,96902	0,09548		
		11-24 years	58	10,5287	,95111	0,12489		
		25+ years	14	10,5714	1,28388	0,34313		
	Courtesy	<1 year	91	9,0037	1,38287	0,14496	1,880	0,113
		1-5 years	163	9,3231	1,17672	0,09217		
		6-10 years	103	9,3689	1,34141	0,13217		
		11-24 years	58	9,1667	1,65346	0,21711		
		25+ years	14	9,8571	1,13766	0,30405		

	Sportsmanship	< 1 year	91	11,7445	1,88671	0,19778	1,263	0,284
		1-5 years	163	12,0414	2,04129	0,15989		
		6-10 years	103	12,1748	2,04209	0,20121		
		11-24 years	58	11,9612	2,05559	0,26991		
		25+ years	14	12,8929	1,79399	0,47946		
	Civic Virtue	<1 year	91	13,2033	1,80889	0,18962	1,373	0,243
		1-5 years	163	13,5460	1,68994	0,13237		
		6-10 years	103	13,7136	1,71620	0,16910		
		11-24 years	58	13,6034	1,41966	0,18641		
		25+ years	14	13,9107	1,50833	0,40312		

According to the results of the analysis H1 hypothesis has been accepted. According to the result of the correlation test, a significant, positive-oriented and mid-level relationship was identified between PC and OCB ($r=.528, p=.000$) (Table 11). As the employees' levels of the PC increase, so does the levels of OCB. It can also be said that if the levels of PC decrease, the levels of OCB would follow suit.

Table 11: The Relationship Between Psychological Capital And Organizational Citizenship Behavior

		Psychological Capital	Organizational Citizenship Behavior
Psychological Capital	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	429	
Organizational	Pearson Correlation	.528*	1

Citizenship Behavior	Sig. (2-tailed)	.000	
	N	429	429

*Correlation is significant at the level of 0,01 (bilateral)

The results of the correlation test displaying the relationship between the sub-dimensions of PC and the sub-dimensions of OCB are provided in Table 12.

According to the results of the analyses performed, as employees' optimism, resilience, hope, and self-efficacy (each sub-dimension of PC) increase, so does altruism, conscientiousness, courtesy, sportsmanship and civic virtue (each sub-dimension of OCB). Evaluating the sub-dimensions of PC between each other, it was observed that each of the sub-dimensions is significant in itself and has a positive relationship. Assessing the sub-dimensions of OCB between each other, it was observed that each of the sub-dimensions is significant in itself and has a positive relationship. According to the results of the analysis, H1a, H1b, H1c, H1d, H1e, H1f, H1g, H1h, H1i, H1j, H1k, H1l, H1m, H1n, H1o, H1p, H1r, H1s, H1t and H1u hypotheses has been accepted.

Table 12: Relationship Between The Sub-Dimensions Of Psychological Capital And Organizational Citizenship Behavior

			Optimism	Resilience	Hope	Self-Efficacy	Altruism	Conscientiousness	Courtesy	Sportsmanship	Civic Virtue
Psychological capital	Optimism	<i>r</i>	1								
		<i>p</i>									
	Resilience	<i>r</i>	.423**	1							
		<i>p</i>	.000								
	Hope	<i>r</i>	.260**	.479**	1						
		<i>p</i>									

		<i>p</i>	.000	.000								
	Self-efficacy	<i>r</i>	.347**	.582**	.575**	1						
		<i>p</i>	.000	.000	.000							
Organizational citizenship behavior	Altruism	<i>r</i>	.249**	.344**	.220**	.229**	1					
		<i>p</i>	.000	.000	.000	.000						
	Conscientiousness	<i>r</i>	.102*	.194**	.239**	.283**	.204**	1				
		<i>p</i>	.035	.000	.000	.000	.000					
	Courtesy	<i>r</i>	.207**	.328**	.298**	.271**	.239**	.345**	1			
		<i>p</i>	.000	.000	.000	.000	.000	.000				
	Sportsmanship	<i>r</i>	.179**	.276**	.429**	.356**	.276**	.269**	.428**	1		
		<i>p</i>	.000	.000	.000	.000	.000	.000	.000			
	Civic Virtue	<i>r</i>	.281**	.332**	.265**	.285**	.365**	.506**	.423**	.378**	1	
		<i>p</i>	.000	.000	.000	.000	.000	.000	.000	.000		
	* . Correlation is significant at the level of 0,05 (bilateral)											
	** . Correlation is significant at the level of 0,01 (bilateral)											

Regression analysis was performed to identify the impact of PC on OCB. The results of the regression analysis are provided under Table 13 and Table 14.

Table 13: Impact Of Psychological Capital On Organizational Citizenship Behavior

Model	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	Standart Error	Durbin-Watson
1	.517	.267	0.266	5.86872	1.874

Table 14: Impact Of Psychological Capital On Organizational Citizenship Behavior – Beta Coefficients

Model		Non-standardized Coefficient		Standard coefficient	<i>t</i>	<i>P</i>
		B	Standart Error	Beta		
1	Fixed value	38.394	2.701		14.216	.000
	Psychological Capital	0.377	0.030	0.517	12.465	.000
Dependent variable: Organizational Citizenship Behavior						

According to the analysis performed, the regression value was identified to be $r=.517$ and the Durbin-Watson value was identified to be 1.874. It was found out that PC has an impact on OCB at the rate of 26.6% ($R^2=0.266$).

4. DISCUSSION

In this study, it has been investigated whether there is a significant relationship between health workers' PC levels and OCB levels. The significance level was taken as $p < 0.05$. The results of the correlation test displayed a significant, positive, and moderate relationship between the two variables ($r = 0.528$, $p = 0.000$). Therefore, it can be said that levels of OCB, increase in case of increased levels of PC of health care workers, and levels of OCB decrease in case of levels of PC decline. In the studies of Berberoğlu (2013) and Yıldız (2015), there is a positive and strong relationship between health workers' PC and OCB, whereas Çakır (2015) found a significant relationship in a study of supportive health personnel. Erdogan (2018) found that there is a significant, weak and positive relationship and that a 1 unit increase in PC increases perceptions of OCB by 0.427 units. It has been found that individuals with higher PC are more likely to exhibit behavior with additional roles in organizations. The fact that the relationship between PC and OCB was found to be significant and positive in several studies (Avey *et al.*, 2011; Gupta *et al.*, 2017; Kumlu, 2017; Qadeer and Jaffery, 2014) conducted in the health sector and in different sectors indicates that similar results were achieved. Regression analysis was performed to investigate the effect of PC on OCB. As a result of the analysis, it was

found that PC had an effect of 26.6% on OCB. In the case of a 1 unit increase in PC, perceptions of OCB increase by 0.266 units.

It has been investigated whether there is a significant relationship between the sub-dimensions of PC and the sub-dimensions of OCB. According to the correlation test results, there was a significant, positive and a weak relationship between PC self-efficacy sub-dimension and OCB with altruism, conscientiousness, courtesy, sportsmanship, and civic virtue sub-dimensions at 99% confidence level. In the examination of similar studies, Erdogan (2018) found a significant, positive, and a weak relationship between levels of self-efficacy and levels of OCB in a study conducted by health workers. Berberoğlu (2013) found that all sub-dimensions of PC explained OCB by 54%, and also concluded that the sub-dimension of PC, which most influenced OCB, was self-sufficiency. Kumlu (2017) in a study of hotel employees showed that there is a significant, positive, and mid-level relationship between the sub-dimension of PC self-efficacy and altruism, Conscientiousness, courtesy, Sportsmanship, the sub-dimension of PC and the sub-dimension of OCB. Whereas it is found that there is a significant, positive and a weak relationship between the 0.05 levels of the civic virtue dimension. The high level of self-efficacy, which expresses employees' confidence in the ability to do a job, indicates an increasing tendency to show OCB.

The relationship between the psychological dimension of capital hope and the sub-dimensions of OCB was explored.

The results of the correlation test displayed that there was a significant, positive, and a weak relationship between the sub-dimension of PC expectation and OCB of altruism, conscientiousness, courtesy, Sportsmanship and sub-dimensions of civil virtue at the 99% confidence level. Erdoğan (2018) found that there was a significant, positive, and a weak relationship between health workers' hope levels and OCB levels, and concluded that a rising unit of hope increased OCB by 1,242 units. Berberoğlu (2013) stated that there is a significant relationship between hope and OCB, and argued that the dimension of hope has less effect on OCB than other dimensions. Kumlu (2017), in his research, found that there is a significant, positive, and a moderate relationship between hotel employees' levels of hopefulness and OCB with dimensions of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. The results of the research are similar. The hope dimension of PC expresses the energy and ways developed to achieve the goals. It can save employees in the most complex and difficult situations of different ways that employers plan to achieve success. In the light of the obtained results, it is thought

that the high level of hope, of health workers, will increase the tendency to show OCB at the most moderate level. The relationships between the subscales of PC and the dimensions of OCB were examined. The results of the correlation test showed that there was a significant, positive, and a weak relationship between the subscale of PC sustainability and OCB of altruism, conscientiousness, courtesy, sportsmanship, and sub-dimensions of civic virtue at the 99% confidence level. In their studies, Erdogan (2018) and Berberoğlu (2013) found that there is a significant and positive relationship between health worker sustainability levels and OCB behavior levels. Kumlu (2017) showed that there is a significant, positive and a moderate relationship between the dimensions of altruism, conscience, courtesy and civic virtue at the level of 0.01 in the research to the hotel employees. Meanwhile, it is concluded that there is a significant, positive and a weak relationship between the dimension of the sportsmanship. The ability of individuals to cope with many adverse situations such as obstacles and uncertainties and their sustainability is effective in determining the level of endurance. It is thought that if the levels of sustainability of health workers increase, their OCB will increase.

The relationship between the sub-dimension of PC optimism and the sub-dimensions of OCB is examined. According to the results of the correlation test, there was a significant, positive, and a weak relationship between the sub-dimension of PC optimism and OCB at the 99% confidence level between altruism, courtesy, sportsmanship and sub-dimension of civic virtue and 95% confidence level between the sub-dimension of consciousness. Berberoğlu (2013) found that the effect of optimism on OCB was significant. Erdoğan (2018) concluded that there is a significant, positive and a weak relationship between the levels of optimism and OCB of health workers. At the same time, it was found that increasing optimism by 1 unit increased OCB by 0.193 units. Kumlu (2017) found that there is no significant relationship between the sub-dimension of optimism and altruism of OCB and the sub-dimension of courtesy. On the other hand, there is a significant, positive, and a weak relationship between the sub-dimension of consciousness, a significant, positive and medium level between the sub-dimension of sportsmanship, and a significant, positive and strong level between the sub-dimension of civic virtue. Optimism expresses the expectation that good things will come to life in the life of individuals, believing that conditions will improve in positive and negative situations. Organizational managers think that the dimension of optimism in recruitment is one of the characteristics that should be sought in individuals. It is possible to say

that increasing the level of optimism of health workers increases the level of OCB.

5. CONCLUSION AND RECOMMENDATIONS

Evaluating all the results, it can be seen that PC has an impact on the demonstration of OCB. The fact that PC and its sub-dimensions are open for development is an advantage for organizations. It is thought that if managers of organizations take the necessary steps for the development and enhancement of the PC levels of their employees, this would lead to increased competition and performance.

To be able to strengthen the PC of employees, programs containing lectures on positive psychology should be included in the existing human resource development training. As can be seen from previous studies and the current study, as PC increases, this has a positive impact on the organizational behavior of the employees and they display a higher performance. Since the subject of health and health care is one that is rather sensitive and important, healthcare institutions should practice positive discrimination towards candidates with high levels of PC during recruitment.

In Turkey, the number of studies examining the relationship between PC and organizational behavior variables is quite low compared to the international domain. In Turkish literature, it is aimed to raise awareness of the concept of PC by increasing the number of studies. Having significant effects on important variables of organizational behavior, such as job performance, motivation, organizational commitment, and OCB, add value to the study of more comprehensive PC. This research is thought to be important in terms of contributing to the literature by increasing the number of studies.

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