

## **The Association Between Employee Voice, Psychological Capital And Well-Being Among Nato Workers: A Multinational Study From The Perspective Of Positive Organizational Behavior**

NATO Çalışanları Arasında İş Gören Sessizliği, Psikolojik Sermaye ve İyi Olma Hali Arasındaki İlişki: Pozitif Örgütsel Davranış Perspektifinden Çok Uluslu Bir Çalışma\*

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### **Abstract**

The purpose of the present research is to investigate the effects of PsyCap and well-being (WB) on employee voice (EV) in a frame of integrated model on a multinational sample. The universe of the research was formed by the 4,000 employees of NATO operating in Afghanistan. Data were collected from 598 personnel from 13 different countries by using the questionnaire method. The data were analyzed with the Structural Equation Modeling (SEM) techniques by using SPSS.21.0 and AMOS statistical program.

The results indicated that that the PsyCap significantly affected the WB and the EV in the positive direction. Significant relationships were also found between PsyCap, WB subscales and EV. In examining the intermediary role, it was found that self-efficacy has a partial mediating role between positive well-being (PWB) and EV. Implications for future research and practice are discussed.

**Keywords:** Positive Organizational Behavior, Psychological Capital, Employee Voice, Well-Being

**JEL codes:** D23, E71, M12

### **Öz**

Bu çalışmanın temel amacı psikolojik sermayenin iş gören sessizliğine etkisinde iyi olma halinin aracı rolünün bütüncül bir model çerçevesinde çok uluslu bir örneklem üzerinde incelenmesidir. Araştırmanın evrenini NATO bünyesinde Afganistan'da bulunan kamplarda görev yapan çeşitli uluslardan 4000 sivil ve resmi çalışan oluşturmaktadır. Çalışmada 13 ayrı ülkeden 598 personelden veri toplanmıştır. Veriler yapısal eşitlik modellemesi kullanılarak analiz edilmiştir.

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Araştırma sonucunda, psikolojik sermayenin, iyi olma hali ve iş gören sesliliğini, pozitif yönde anlamlı olarak etkilediği bulguları elde edilmiştir. Ayrıca psikolojik sermaye, iyi olma hali alt boyutları ve iş gören sesliliği arasında anlamlı ilişkiler tespit edilmiştir. Aracılık rolünün incelenmesinde, öz yeterliliğin iş gören sesliliği üzerindeki etkisinde pozitif iyi olma halinin kısmi aracı rolü olduğu bulunmuştur. Gelecekte yapılacak araştırma ve uygulamalar için çıkarımlar tartışılmıştır.

**Anahtar Kelimeler:** Pozitif Örgütsel Davranış, Psikolojik Sermaye, İş Gören Sesliliği, İyi Olma Hali

**JEL kodları:** D23, E71, M12

## Introduction

For now researchers have scant information about what makes life meaningful. Positive psychology pursues information that flourish life. Positive psychology aims to improve the quality of life and to investigate the paths towards positive individuals characteristics and developing communities through actions that increase well-being, and to prevent discomfort in situations where life is vicious and meaningless (Seligman & Csikszentmihalyi, 2000).

Self-help books, such as 'One minute manager', 'The seven habits of effective people' based on a positive, but they are far from being scientific theory and research infrastructure and evidence-based, although they contribute to positive understanding by filling a significant gap (Luthans et al., 2007b: 12). Unlike positive-oriented popular self-help books, positive psychology is defined as a sustainable, evidence-based positive approach to human resource management and organizational behavior (Luthans, 2012: 1). In organizational behavior researches, positive psychology finds itself in the core of psychological capital (PsyCap). PsyCap construct (which consists of hope, resiliency, self-efficacy and optimism) is associated with many positive results and promises increasing creativity and productivity in today's enterprises. It is imperative for organizations to strengthen positive psychological capacities such as psychological capital and well-being.

Employees often have knowledge and insight into how they can do their jobs better and how they could work better. Employee voice (EV) is seen a powerful source of organizational change (adaptation) in academic and popular management literature (Landau, 2009). Voice has a characteristic that quickly spreads within the atmosphere of the organization (Van Dyne et al., 2003). Well-known traditional understanding of performance of employees has changed today. Now researchers try to understand employees work functions in energetic organizational contexts (Griffin et al., 2007). Organizational resources and capabilities include all financial, physical, human and organizational assets. Human resources include all employees'

experience, training, judgments, and the tendency to take risks (Barney, 1995).

To focus positive psychology approaches in today's workplaces, Positive organizational behavior (POB) term was used by researchers couple of years ago (Avey et al. 2008, 2009). Luthans and his friends name this core construct (which consists of hope, resiliency, self-efficacy and optimism) as PsyCap (Luthans et al., 2007b). Traditional (ancient) understanding and recent research concludes the importance of positivity in the workplace (Avey et al. 2008). In organizational behavior researches it has been empirically proven that PsyCap associated with many positive outcomes for workers and organizations (Luthans et al., 2008).

WB is an umbrella construct that works under POB and therefore PsyCap, and includes psychological WB, subjective WB and workplace WB. WB which tends to be seen as a potential ingredient of the PsyCap, can be developed and measured (Diener, 1984; Luthans et al., 2013). Enhancing WB has lots of positive feedbacks on the employee and the work place like PsyCap.

After Hirschman's (1970) published his book "Exit, Voice and Loyalty" EV gathered attention. Organizational behavior researchers tried to understand why employee choose to speak or not speak, what are the organizational and personal factors to embolden them (Landau, 2009). In today's organizations it is vital to have their employees ideas, knowledge and opinions about workplace, to gain a competitive advantage. The aim of the study is to learn more much facts about the relationships between positive PsyCap, WB and EV behavior.

## **1. Theoretical Conceptualization and Hypotheses**

### ***PsyCap***

POB has distinctive characteristics. POB is based on research, theory and has valid measurements. PsyCap open to change and development, relatively unique in the field of organizational behavior. It has positive associations with job performance and satisfaction (Luthans, 2002b). This positive emphasis on organizational behavior is an attempt to research positive psychological resource capacities that can be mobilized in today's workplace. Luthans and colleagues (Luthans et al. 2007a) found that the four psychological capacities (hope, efficacy, resilience and optimism) with a synergetic effect formed a higher structure (PsyCap). PsyCap has more effect than each of its component on the positive results obtained in the workplace. Empirical studies (Avey et al. 2011; Luthans et al. 2007a) has revealed that the PsyCap core structure is associated with numbers of weighty workplace outcomes such as workplace performance, job satisfaction, absenteeism, and employee well-being

The intensity and diversity of the challenges faced by today's organizations are often expressed. To overcome these challenges, it becomes more important to find innovative ways to increase and improve the social and psychological capacity of human resources. This struggle to gain a competitive advantage is a war of talent in a sense. From this war perspective, psychological capital is a human resource power that can overcome the challenges of today and the future with its openness to development as a high-level positive structure with four components covered. To give an example of how the factors of psychological capital interact, it is more motivated to overcome the difficulties of the employees who are hopeful to achieve their goals, and thus they will show greater psychological resilience. The self-efficacy worker will be able to direct and implement hope, optimism and psychological resilience to specific tasks in certain areas of their lives (Luthans, 2002, Luthans et al. 2007b).

PsyCap is defined as studies and practices on the strengths and psychological capacities of human resources. PsyCap components are positive, have a theoretical and research-based, can be measured with dependable and applicable scales, have sustainable and veritable affect on workplace effectuation, they are developable with microinterventions (Luthans et al., 2007b).

### ***EV***

Today, due to rapid technological developments, dynamic environment, different organizational ideas and changing business concepts, organizations have to go through many changes. In this context, as organizations move from the production economy to the knowledge economy, they are waiting for their employees to be proactive in their work to increase and advance creativity, innovation and change, to fulfill much more than their formal job descriptions (Grant and Ashford, 2008). To fulfill more than the job description referred to as organizational citizenship behavior (OCB) (Morrison, 2011). EV is defined promotive behavior in the study area of organizational behavior (Van Dyne et. al. 1995).

EV is the provision of voluntary communication to authorized persons who can take the necessary action to enhance the performance of the organization. While this kind of information risks the organization's status quo and the power-holders, it thinks that the benefits of working voice will be more than the risk (Detert and Burris, 2007). Van Dyne's and LePine's (1998) definition of employee voice as "extra-role (promotive) behavior that the constructive objection of the employee with the intention of providing improvement rather than just criticism" accepted in this study. Avery (2003) sees its employee voice as an opportunity to provide input to the organization.

There are different definitions of employee voice in the studies. Although expressed in different words, it identifies important common features. First, EV is a verbal expression, the message is transferred from the sender to the recipient. Second, the EV is an optional behavior. Employee voice is a behavior that is influenced by many factors and appears at any time. Thirdly, it is evaluated that the voice behavior is shown with constructive intent. The aim is to bring a progress and change, not just to complain and ejaculation (Morrison, 2011).

## **WB**

Research on WB had tended to fall into two groups. First one is the hedonic view which focuses on subjective WB and frequently equated with happiness. Hedonic view defines WB as more positive affect, less negative affect and greater life satisfaction. Second one is eudaimonic view which focuses on psychological WB and defines the state of WB as the level of full functioning of the individual (Ryan & Deci, 2001; Diener et al. 1999).

WB is related to cognitive processing of events and situations, perception and emotional explanations, rather than actual conditions and coincidences (Youssef and Luthans, 2007). The individual does not act with neither an autonomous factor nor a situational effect, the WB of the individual is a product of the interaction of personal, environmental and behavioral factors. These three factors serve to become an individual's WB (Bandura, 2008). WB is acknowledged as a umbrella-like contexture which is working under the roof of POB and PsyCap. Well-being embodies psychological well-being, subjective WB and workplace WB. It is suggested that WB can be applied to many parts of life and measured over these areas. WB tends to be seen as a potential component of PsyCap, can be developed and measured. (Diener, 1984; Luthans et al., 2013).

WB is a subjective experience, the individual is as happy as he believes to be happy, positive effects are more than negative effects, and well-being is a general assessment of life. Positive WB (PWB) is the affective and cognitive reaction shown to positive progress in time with the perception of adequate personal traits and performance, strong interaction with the world, and social integration. Negative WB (NWB) can be expressed as a cognitive and affective response to perceived deficiencies in the subject areas. PWB includes elements such as life satisfaction, positive mood and energy, NWB distress, negative mood, and extreme arousal (Karademas, 2007).

## **2. Hypotheses development**

To understand positivity and WB, we have to understand negativity, negative constructs and process. Both positivity and negativity promotes

positive change in organizations. PsyCap and its components working principle is to create positive evaluation of past, present and future events. Optimism helps positive reading of past. Self-efficacy and resiliency help positive motivation for future and in the present, hope supports realization of goals for the future. When PsyCap factors all interact together, these positive evaluations provide a higher degree of WB (Cameron, 2008; Youssef-Morgan & Luthans 2015).

In previous studies it has been found that PsyCap predicts WB (satisfaction) in vital life domains like work, social relations and health (Luthans et al., 2013). Enjoyment with vital life domains is an integral component of WB. In life domains where PsyCap is higher will affect domains where PsyCap is low and cause it to rise and also rise in WB (Youssef-Morgan & Luthans, 2013).

The basic principle of the conservation of resources (Hobfoll, 1989) is that individuals struggle to protect, build, and preserve resources they value, potential or actual lost threats. Cognitive assessments of the availability of resources are used as indicators of WB. In this context, it is a psychological resource in PsyCap and it improves the WB. This link is also compatible with Fredrickson (2001, 2003)'s "Broaden-and-Build" theory. PsyCap creates a pool for psychological resources and this pool is used to deal with difficulties and negativity. Refreshing resources with the development of PsyCap leads to a higher WB by balancing and optimizing positivity and negativity (Youssef-Morgan & Luthans 2015).

WB has two aspects depending on the negative and positive effects. In most cases it is suggested that a factor of WB is negatively related to one direction and positively related to the other. Depending on the difficult and stressful situations, the increasing difficulties and symptoms decrease the likelihood of being positive and determine the direction of WB (Karademas, 2007).

Albert Bandura (1986, 1997, 2001) has developed the Social Cognitive Theory, inspired by his own Social Learning Theory. Social cognitive theory is based on the interactive dynamic relationship between environmental, personal and individual behavior. According to this scheme, the combination of employee behavior consist of personal resources, environmental (contextual) resources and motivation of the employee. In this study it is assessed that the EV behaviour as a extra-role behavior emerged as a combination of personal resources, PsyCap and WB, contextual resources and motivation (WB can be assessed within this factor in terms of positive and negative effects).

Employee with a high level of PsyCap show a low level of intention to leave work. Because the high level of optimism about the future and the

confidence in its ability to succeed in the present job will motivate it according to those who are halfway (lost ones) in the direction of their own destiny, struggle with difficulties, resistance to adversities. A high level of resiliency will also make it easier to adhere more quickly to adverse events occurring in the workplace, to make it easier to recover and to avoid tension and intent to quit. Highly hopeful individuals will have the ability to produce more alternative ways of working in order to be more successful in their work and reduce the need for separation from the organization the least. PsyCap is expected to anticipate and indirectly reduce the employee turnover rate (Avey et al., 2008). In this context, Hirschman (1970)'s exit, voice and loyalty model foresees that employee will exhibit more voice behaviors and will not show exit behavior.

Positive attitudes towards the organization form the basis of the psychological commitment of the worker to the organization and its values. This means an active relationship between the organization and the employees. Given this active relationship between the organization and its employees, Blau's (1964) social exchange theory is emphasized. This theory suggests that when one side benefits from another, an exchange relationship between the two sides develops and that the obligation to respond by offering something useful in the face of it arises. In this context, one side can represent a real person, such as a manager, as well as the whole organization with human-like characteristics. Individuals want to be balanced between input and output and have a positive balance in their exchanges. In terms of social exchange theory, organizational managers will expect from their employees to show more EV by improving their WB.

Within the conceptual framework described above, the following hypothesis has been established regarding the relationship between PsyCap, WB and EV.

**Hypothesis 1 to 4:** Employees' PsyCaps components, Hope (1), Self efficacy (2), Optimism (3) and Resiliency (4) are positively related to their PWB.

**Hypothesis 5 to 8:** Employees' PsyCaps components, Hope (5), Self efficacy (6), Optimism (7) and Resiliency (8) are negatively related to their NWB.

**Hypothesis 9 to 12:** Employees' PsyCap components Hope (9), Self efficacy (10), Optimism (11) and Resiliency (12) are positively related to their EV.

**Hypothesis 13:** Employees' PWB is positively related to their EV.

**Hypothesis 14:** Employees' NWB is negatively related to their EV.

**Hypothesis 15 to18:** Employees' PWB mediates the relationship between EV and PsyCaps components Hope (15), Self efficacy (16), Optimism (17) and Resiliency (18).

**Hypothesis 19 to 22:** Employees' NWB mediates the relationship between EV and PsyCaps components Hope (19), Self efficacy (20), Optimism (21) and Resiliency (22).

### **3. Purpose And Importance Of Research**

The main aim of the present study is to investigate the effects of PsyCap and well-being (WB) on employee voice (EV) in a frame of integrated model on a multinational sample. Nowadays, as the number of international movements is increasing, the analysis of positive organizational behavior subjects in such organizations will help us better understand the functioning of organizations. The effects of reinforcing positive constructs will be analyzed in line with the results obtained.

### **3.1 Method**

#### ***Study Design and Sample***

Present study was conducted from August 2015 to March 2016. The data for this study come from a survey NATO camps operating in Afghanistan in which 4,000 employees from various nations work. It was assumed that the demographic characteristics, attitudes and values of the individuals in the research universe were not similar. A stratified sample was used from probabilistic sampling techniques in order that the sample can represent the universe correctly. The sample was set at 350 people in the 95% confidence interval, which is generally preferred in social science research. A self-administered questionnaire in English was delivered to 621 potential respondents from 17 different countries. A total of 598 usable questionnaires were obtained. 13.2% of the participants (n = 79) were from United States, 15.4% of the participants (n = 92) were from Afghanistan, 32.1% of the participants (n = 192) were from Turkey, 4.3% of the participants (n = 26) were from United Kingdom, 5.7% of the participants (n = 34) were from Australia, 8.2% of the participants (n = 48) were from Albania, 2.3% of the participants (n = 14) were from Denmark, 3.2% of the participants (n = 19) were from Macedonia, 5.9% of the participants (n = 35) were from Czech Republic, 4.5% of the participants (n = 27) were from Azerbaijan, 2% of the participants (n = 12) were from India, 1.7% of the participants (n = 10) were from Romania and 1.5% of the participants (n = 9) were from Hungary citizens.

### **3.2 Measures**

The universe of the research is made up of employees working in NATO's superiors operating in Afghanistan. Since all daily activities in the



camp are conducted in English, all employees have a certain level of reading and comprehension levels in English. In this context, the questionnaires were applied in English, which is their original language. The variables subject to the study were measured with the self-declaration of the personnel.

### ***PsyCap Questionnaire***

PsyCap was measured with the Luthans et al.'s (2007b) 24-item Psychological Capital Questionnaire (PCQ). The questionnaire is composed of four sub-scales: hope; optimism; self-efficacy; and resilience. Response options ranged from 1 (strongly disagree) to 6 (strongly agree). The PCQ demonstrated strong internal reliability ( $\alpha=0.853$ ) in this study.

PsyCap scale was examined with Exploratory factor analysis (EFA) for the construct validity. EFA allowed for the factors influencing the participants' responses to be determined and identification underlying theoretical structure of the phenomena (Suhr, 2006). Factor analysis conducted on the PsyCap showed Keizer-Meyer-Olkin (KMO) value of 0.873, which exceeds the recommended value of 0.6 and the Bartlett's test of sphericity showed ( $\chi^2 = 3108.813$ , degree of freedom 231 and  $p<0.0001$ ) statistical significance. The outcome showed that 22 of the 24 items (all but items 7,13) loaded on four factors, which was labelled Efficacy, Hope, Optimism and Resiliency. It was seen that four factors explained 46.174% of the total variance.

Confirmatory factor analysis (CFA) was used to determine whether the original structure of previously used scales was verified by the data collected. The test of the theoretical framework was carried out in two stages (Anderson and Gerbing, 1988). In the first stage, the scales were verified by DFA and the scales were tested as a valid scale. In the second stage, the study model was examined with DFA and hypotheses were tested. Psy Cap four-factor model was tested CFA results, ( $\chi^2/df$ )= 2.25, GFI=0.934, AGFI=0.918, CFI=0.914, TLI=0.901 and RMSEA=0.046. CFA indicated that the four-factor model fit scale. After conducting EFA and CFA, results were supported the four dimensional structure of PsyCap scale developed by Luthans et al. (2007b).

### ***Self-reported EV Questionnaire***

Voice behavior was measured with the six items based on Van Dyne, et al.'s (1994) and Van Dyne and Le Pine (1998). Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used. Reliability of the scale was  $\alpha= 0.755$ .

EFA was conducted on EV scale to investigate construct validity and to determine the factors that best represented the data. EV scales KMO value

was 0.765, and the Bartlett's test of sphericity showed ( $\chi^2 = 772,902$ , degree of freedom 15 and  $p < 0,0001$ ) statistical significance. These results showed that the data comes from the highly variable normal distribution and is suitable for factor analysis. It was found that there were no variables that loaded more than one factor and distorted the factor structure. It was seen that one factor structure explained 45.196% of the total variance. To confirm the scale's factor structure, a CFA was applied. All the items significantly loaded on a single-factor ( $p < 0.05$ ), and fit indexes provided evidence of acceptable fit:  $\chi^2(\chi^2/df) = 3.697$ , GFI=0.986, AGFI=0.958, CFI=0.975, TLI=0.947 and RMSEA=0.06. EFA and CFA, results were supported the one factor EV scale based on Van Dyne, et al.'s (1994) and Van Dyne and Le Pine (1998).

### **WB Questionnaire**

WB was measured with generally accepted self-report General Health Questionnaire-12 (GHQ-12) for the detection and measurement of overall psychological WB and general health. It was used in more than 38 languages throughout (Goldberg, 1972; Goldberg & Hillier, 1979). The questionnaire had two dimensions namely, NWB and PWB. Participants rated items on a five point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Reliability of the total scale was  $\alpha = 0.709$ , for PWB  $\alpha = 0.675$  and NWB  $\alpha = 0.810$ .

An analysis of the eigenvalues in showed that two factors explained WB namely PWB and NGW. The KMO value was 0.786, which exceeds the recommended value of 0.6, and the Bartlett's test of sphericity showed ( $\chi^2 = 1862,207$ , degree of freedom 66 and  $p < 0,0001$ ) statistical significance. PWB was included items 1, 3, 4, 7, 8, 12 and NWB was included items 2, 5, 6, 9, 10, 11. It was seen that two factors structure explained 45.912% of the total variance. CFA was applied, all the items significantly loaded on a single-factor ( $p < 0.05$ ), and fit indexes provided evidence of acceptable fit:  $\chi^2(\chi^2/df) = 4.598$ , GFI=0.940, AGFI=0.907, CFI=0.901, TLI=0.869 and RMSEA=0.078. EFA and CFA, results were supported two dimensional structure of WB scale seen in the studies of Politi et al. (1994), Glozah and Pevalin (2015).

## **4. Results**

Correlation analysis determines whether there is a relationship between two or more variables, and if there is a relationship, it gives the direction of the relationship. Study variables correlation matrix presented Table 1. PsyCap measures were positively correlated with EV, WB and PWB and negatively correlated with NWB in the expected directions. To check the internal consistency Cronbach's  $\alpha$  has been used (Cronbach, 1951).

Cronbach's alpha coefficients were also confirmed the reliability of the measures for each variable.

**Table 1. Descriptive Statistics, Internal Reliabilities, And Bivariate Correlations**

	1	2	3	4	5	6	7	8	9
1.PsyCap	1								
2.Optimis m	0,636*	1							
3.Resilency	0,746*	0,252*	1						
4.Hope	0,766*	0,362*	0,414*	1					
5.Efficacy	0,778*	0,312*	0,467*	0,491*	1				
6.WB	0,181*	0,194*	0,103*	0,096*	0,140*	1			
7.PWB	0,524*	0,278*	0,360*	0,439*	0,459*	0,433*	1		
8.NGW	-	0,024	-	-	-	0,796*	-	1	
9.EV	0,155*	0,024	0,130*	0,191*	0,156*	0,201*	0,201*	-	1
Mean	4,75	4,58	4,56	4,83	4,99	3,11	2,31	3,89	3,99
SD	0,52	0,65	0,79	0,67	0,71	0,50	0,92	0,62	0,63
Cronbach' s alpha	0,842	0,610	0,705	0,685	0,819	0,709	0,675	0,810	0,840

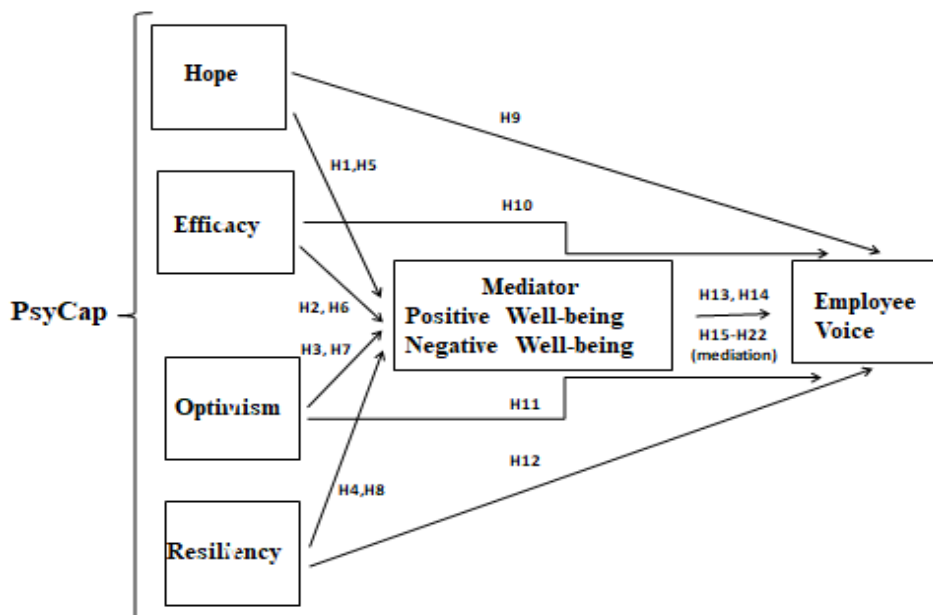
\* p<0.05, \*\* p<0.01, \*\*\* p<0.001

Structural equation modeling (SEM) has been used to check various relations proposed, it is a multivariate technique that seeks to explain the relationship among multiple variables (Kaplan, 2000). Perhaps the most important reason why the use of SEM is popular nowadays is to test the direct and indirect effects between variables that can and can not be observed in a single model. In this case, SEM can be seen as more than one regression analysis at the same time (Bryne, 2010).

Structural model is entirely theoretical, and the goal of the model test is to discover the determined relationship. As can be easily understood from the drawing of the model, the more complex the relationship between the model variables, the greater the complexity of the model. This complexity can make it difficult to interpret both the drawing of the model and the test. It is also possible to investigate the relationships drawn in the model with regression tests. But such a choice will be two major drawbacks. First, there are many regression analyzes that need to be done and it is very difficult to evaluate the results of all these analyzes together. Another problem is that it will not be possible to see indirect effects in regression analysis. However, such a model of structural equality removes these two important obstacles (Meydan & Şeşen, 2015). In the present study, the relationship between

PsyCap, WB and EV have been assessed. Before testing a structural model (Fig.1) CFA conducted to conclude whether the measurement models of the key variables have acceptable fits (Anderson and Gerbing, 1988). The overall CFA model (table-2) had an acceptable fit which met the cutoff values suggested by Hu and Bentler (1999).

**Figure 1: Research Conceptual Model**



**Table 2. Model fit Summary Of Measurement Model Of The Proposed Model**

	$\chi^2$	d	$\chi^2/sd$	AGFI	GFI	CFI	TLI	RMSEA
Criterion			$\leq 5$	$\geq .85$	$\geq .80$	$\geq .90$	$\geq .90$	$\leq .08$
Model Fit	1448,553	697	2,078	0,886	0,866	0,906	0,873	0,042

Four-step procedure was used through SEM in which first the impact of PsyCap components Efficacy, Hope, Optimism and Resiliency were assessed on WB (Table 3). It was found that Hope ( $\beta=0.330$ ,  $p=0.001$ ), Efficacy ( $\beta=0.207$ ,  $p=0.001$ ), Resiliency ( $\beta=0.207$ ,  $p=0.026$ ) positively influences PWB, Hope ( $\beta=-0.484$ ,  $p=0.006$ ), Optimism ( $\beta=-0.376$ ,  $p=0.013$ ) negatively influences NWB. These findings make 1, 2, 4, 5, 7 hypotheses acceptable. 3, 6, 8 hypotheses have been rejected.

In the second step, impact of PsyCaps' components on EV were assessed. It was found that Efficacy ( $\beta=0.435$ ,  $p<0.01$ ) positively influences

EV. Hence, 10 hypothesis was accepted and 9, 11, 12 hypotheses have been rejected.

In the next step, the impact of WB (PWB and NWB) on EV were assessed. It was found that PWB ( $\beta=0.575$ ,  $p<0.01$ ), positively influences EV. These findings making 13 hypothesis was accepted and 14 hypothesis was rejected.

**Table 3. Structural Model Regression Loads**

	Path		$\beta$	SE	p
NWB	<---	<b>Efficacy</b>	-0,108	0,118	0,358
PWB	<---	<b>Efficacy</b>	0,207	0,064	0,001
NWB	<---	<b>Hope</b>	-0,484	0,176	0,006
PWB	<---	<b>Hope</b>	0,330	0,1	0,001
NWB	<---	<b>Resiliency</b>	0,007	0,167	0,967
PWB	<---	<b>Resiliency</b>	0,207	0,093	0,026
NWB	<---	<b>Optimism</b>	-0,376	0,152	0,013
PWB	<---	<b>Optimism</b>	0,033	0,076	0,664
EV	<---	<b>Efficacy</b>	0,435	0,08	0,001
EV	<---	<b>Hope</b>	-0,179	0,115	0,118
EV	<---	<b>Resiliency</b>	0,165	0,101	0,103
EV	<---	<b>Optimism</b>	-0,066	0,085	0,433
EV	<---	<b>NWB</b>	0,051	0,034	0,138
EV	<---	<b>PWB</b>	0,575	0,133	0,001

Significant at \*\*\*\* $p<0.001$ ; \*\*\* $p<0.01$ ; \*\* $p<0.05$ ; \* $p<0.1$

Four conditions must be met to prove the mediation relationship. These can be listed as follows (Baron and Kenny, 1986),

- Independent variable must have an effect on the dependent variable,
- Independent variable must have an effect on the mediator variable,
- Mediator variable must have an effect on the dependent variable,
- When the mediator variable included in the regression analysis with the independent variable, the effect of the independent variable on the dependent variable decreases, while the mediator variable should have a significant effect on the independent variable.

When the mediator variable is included in regression analysis, if the effect of the independent variable on the dependent variable is entirely through the mediator variable it refers to the full mediation, If there is a decrease in the relationship between the independent variable and the dependent variable, the partial mediating effect is mentioned. First three conditions of mediation were satisfied to test the mediating effect as

suggested by Baron and Kenny (1986). In order to test the mediating effect, in the last step we added the mediating variable, PWB and NWB in between PsyCap components and EV.

In order to test the mediating role, the significance of the indirect effects was examined and the bootstrap method was used. Since the AMOS program automatically generates bootstrap samples, it provides the researcher significant convenience. It has been found that the use of the bootstrap method in conjunction with the structural equation model gives better results than the Sobel test (Hayes, 2009, MacKinnon 2000). The highest likelihood method was used in 95% confidence interval of 2000 samples and Monte Carlo parametric bootstrap option was chosen. Bootstrap standardized values of Bootstrap with Lower Bounds and Upper Bounds are presented in Table 4 for the mediating effect of PWB and NWB.

**Table-4. Mediating Effects Of PWB And NWB**

	Optimism	Resiliency	Hope	Efficacy	NWB
<b>Standardized Direct Impact</b>					
NWB	0,214	0,004	-0,311	-0,077	
EV	-0,042	0,23	0,023	0,571	-0,015
<b>Standardized Indirect Impact</b>					
EV	-0,003	0,000	0,005	0,001	
<b>Lower Bounds</b>					
EV	-0,033	-0,014	-0,039	-0,013	
<b>Upper Bounds</b>					
EV	0,027	0,011	0,052	0,019	
<b>Bootstrap Standardized Values</b>					
EV	-0,003	0,000	0,005	0,001	
<b>p</b>					
EV	0,809	0,971	0,793	0,902	

	Optimism	Resiliency	Hope	Efficacy	PWB
<b>Standardized Direct Impact</b>					
PWB	0,031	0,18	0,38	0,268	
EV	-0,027	0,136	-0,191	0,48	0,429
<b>Standardized Indirect Impact</b>					
EV	0,013	0,077	0,163	0,115	
<b>Lower Bounds</b>					
EV	-0,075	0,003	0,066	0,032	
<b>Upper Bounds</b>					
EV	0,089	0,179	0,35	0,22	
<b>Bootstrap Standardized Values</b>					
EV	0,013	0,077	0,163	0,115	
<b>p</b>					
EV	0,777	0,046	0,002	0,007	

As presented in Table 4, there is an indirect effect between optimism, resiliency, hope and efficacy and EV. To determine whether this effect was

meaningful, the confidence interval significance was examined and the finding of significance at the level of  $p < 0.05$  between resiliency, hope, and efficacy and EV was obtained. Since it was seen in main structural equation model Resiliency, Optimism and Hope had not significant influence on EV only PWB had partial mediator role between Efficacy and EV. It was seen that the standardized indirect effect between Efficacy and EV ( $\beta = 0.115$ ), compared with the direct effect ( $\beta = 0.435$ ), that there was a decrease in value. It was seen that the confidence interval values between efficacy and EV ranged from 0.032 to 0.22. These findings making 16 hypothesis was accepted and 15, 17, 18, 19, 20, 21, 22 hypotheses have been rejected.

## **5. Discussion**

Earlier studies have shown that PsyCap is positively associated with wanted employee aspects and negatively associated with unwanted employee aspects.

The effect of PsyCap on employee attitudes is basically that, employees with a high PsyCap suppose positive events will occur at workplace (optimism), they have full faith in their own success (efficacy and hope), they recover faster in the face of problems (resilience). (Avey et al. 2011)

In this research, noteworthy relations between PsyCap, WB and EV provided strengthen the generalizability of Luthans and colleagues' theory and study (Luthans, 2002a, Luthans et al. 2007a, 2007b) in the multinational context.

It was detected that PsyCap components, self-efficacy, hope, resiliency significantly affects PWB in positive direction and self-efficacy, hope negatively correlated with NWB, resiliency has no meaningful relation with the NWB. Optimism significantly affects NWB in negative direction and has no meaningful relation with the PWB.

Self-efficacy from the components of psychological capital is the positive psychological capacity that is most studied by the researchers and has the most robust theoretical infrastructure. (e.g., Bandura, 1997, 2005, 2008). Bandura (1997, 2008) requires an optimistic and flexible self-efficacy for the individual's WB. Karademas (2007) suggests that self-efficacy and positive approach are a specific premise for PWB, neuroticism and stress are specific antecedents to NWB. The results obtained in the study support these studies.

The hope dimension of the PsyCap is basically imported from the research and theory of positive psychologist Rich Snyder (1995, 2000, 2002). In Rich Snyder's research (Snyder 2002; Snyder et al. 2006), he noted that hope has improved WB in the positive direction. The results obtained in the study support these studies.

Psychological resiliency is a complementary structure for WB. Workers with high psychological resiliency show a great capacity to rapidly regain balance in physiological, psychological and social relationships after stressful events. Workers with high resiliency sustain progress capacities in the face of difficulties. In this context, psychological endurance can be maintained in a challenging and dynamic environment (Reich et al., 2010; Britt et al. 2001; Keyes, 2007).

Previous studies, it was found there are positive effects in the relation between optimism and WB (Ho et al., 2010; Williams & Cooper, 1998). In this study it was also found that optimism reduced the NWB significantly.

Self-efficacy is the judgment of individuals to organize and mobilize their ability to achieve the specified performance. If the worker sees the capacity of submitting proposals on his own, than he will show voice behavior. In this context self-efficacy affects the EV in the positive direction (Bandura, 1977; Frese et al., 1999).

It has been found that PsyCap components, self-efficacy, significantly affects EV in positive direction. Hope, optimism and resiliency has no meaningful relation with the NWB.

Based on Fredrickson's (2001, 2003) "Broaden-and-Build Theory", Avey et al. (2011) suggested that those who have high PsyCap in their work will be highly positive and show positive attitudes. In the model, using positive work-wise repertoire of thought-action, it increases the potential to show proactive extra role behaviors, such as contributing more to the organization, sharing creative ideas, or suggesting improvements. NATO is not only a military but also an economic, social and political union. This study extends the broaden-and-build theory and applied it to the more specific domain of work life. (multinational context of NATO).

The purpose of the research is to analyze the effects of organizational behavior concepts in a multinational environment. Study findings provide empirical evidence to support the idea that the resources built from PsyCap are likely to be the mechanism underlying the beneficial effects of positive employee attitudes (enhancing WB and improve EV). The development of the components of the PsyCap will improve the WB of the worker.

The EV concept is caused by the idea that employees are those who know the dissatisfaction or opportunities to improve their organization or their WB. Employees directly or indirectly express their complaints, dissatisfaction, reactions to change requests and management's plans and initiatives (Hirschman, 1970).

Positive returns that can be taken as a result of EV behavior (increased salary, progress in job conditions, removal of dissatisfactory status) may



improve WB (Wood ve Menezes, 2011). In this study it has been found that PWB significantly affects EV in positive direction and NWB has no meaningful relation with the EV.

Also, PWB has mediating role in the relationship between Efficacy and EV. This finding may bring some insights to the EV literature and encourage further exploration of possible ways of improve.

## **Conclusion**

Each sub-dimension of PsyCap core structure is imported from a comprehensive conceptual framework supported by empirical studies. In this study, it was first verified that the PsyCap consists of the dimensions of hope, self-efficacy, optimism and psychological resiliency.

Human capital and human resources are the most important elements that will provide competitive advantage to organizations. IntelCorp.'s AndyGrove and Microsoft's Bill Gates support this idea by expressing that the most important presence of organizations is the employees coming out the door every night (Luthans & Youssef, 2004: 146).

Human capital is often defined in terms of knowledge, skills, abilities or competencies derived from education, experience, and certain identifiable skills. This definition emphasizes the explicit knowledge of human capital. It is thought that explicit knowledge can be easily imitated. The other dimension, which is often ignored of human capital, is implicit knowledge which is organization-specific. Workers socialize within the organization over time and become part of the organization's culture. They understand the processes and dynamic processes in this process and learn how they operate as a whole. This process involves a great deal of investment, especially in terms of time and effort, for the organization, managers and employees.

Moving from the implicit knowledge approach, the provision of EV and PsyCap and WB so as to provide positive contributions to the organization can provide a competitive advantage that the organization can not imitate.

The third generation of human and social capital, psychological capital, is associated with many organizational behaviors that offer competitive advantage to organizations. Positive PsyCap and sub-dimensions are promising constructs for organizations. Today's managers have to understand these constructs and by getting professional support when necessary and enhance the PsyCap, bringing up the WB employees and many more positive outcomes.

Positive psychological resources such as WB, optimism, resilience and efficacy, once thought to be reserved for “gifted” individuals (Garmezy,1974), now we have empirical studies support that these capacities can be developed (Masten & Reed, 2002; Snyder, 2000). Since each employee is unique to the organization, every kind of information, experience and contribution that will be obtained from the employee will contribute greatly to the organization. Given the fact that each employee comes from different backgrounds and cultures, it is a challenge that every level manager of the organization faces to find ways and means to improve positive and psychological resources that can be measured and improved like WB and PsyCap.

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