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## The Relation between Hope and Pliability with Job Satisfaction and Organizational Citizenship Behavior

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### ABSTRACT

Positive organizational behavior (POB) follows the lead of recently emerging positive psychology, which is driven by theory and research focusing on people's strengths and psychological capabilities. The aim of POB is to catalyze a change in psychology from a preoccupation only with repairing the worst things in life to also building the best qualities in life. Therefore, organizations pay more attention to Positive Organizational Behavior due to the changing and competitive nature of business. The main purpose of this study was to explore the relationship among Hope and Pliability with Job contentment and Organizational Citizenship Behavior. Statistical population of this survey included employees of public organization in Iran that a sample (N=108) of those test of the POB states of hope and pliability. The findings generally support that hope and pliability have strong relationship with job Satisfaction and OCB and those relationships would be stronger when hope and pliability were high. This study adds to the understanding of key-role positive organizational behavior in organization and job-related performance.

*Keywords: Hope, Pliability, Job Satisfaction and Organizational Behavior*

### Introduction

This study draws from the emerging positive psychology movement and the author's recent articles on the need for and meaning of a positive approach to organizational behavior. Specifically, the argument is made that at this time, the OB field needs a proactive, positive approach emphasizing strengths (Luthans, 2004).

Positive organizational behavior (POB) follows the lead of recently emerging positive psychology, which is driven by theory and research focusing on people's strengths and psychological capabilities. Instead of just retreading and putting a positive spin on traditional OB concepts, this unveiling of POB sets forth specific criteria for inclusion. Not only does positivity have to be associated with the conception, but it must also be relatively distinctive to the OB field, have valid measures, be adaptable to leader/management and human resource training and development, and, most important, capable of contributing to performance improvement in today's workplace (Luthans, 2002). Hope is generally defined as the perceived capability to derive pathways to desired goals and motivate oneself through agency thinking to use those remedies. Hope is conceptualized as state-like and is obtained from the works of Snyder and colleagues as being 'a positive motivational state that is based on an interactively obtained sense of successful: (1) agency (goal-directed energy) and (2) remedies (planning to meet goals)'

Pliability is defined as the 'positive psychological capacity to 'bounce back' from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility' recently, there have been a few attempts to conceptually link pliability to workplace performance.

## **Literature Review**

### **OCB and POB**

Nowadays, the world is moving forward towards high performance, effective organizations and management that accord high degree of job contentment to employees. Organizational Citizenship can play an important role in achieving these goals. (Ahmed et al, 2012, p.99). Organizational citizenship behaviour can help the organization to be successful in current environment and speed up originality and creative approaches for organizations (Ahmed et al, 2012, p.100).

Since 1930s organizational citizenship behavior has been a topic of various studies (Aslam, 2012, p.90). OCBs as the non-compulsory behaviors that are showed by an individual and not formally realized by the organizational system, yet that generally ease the effective and efficient operation of the organization to which the individual belongs (Norman et al, 2010). OCBs were later classified into four components (Organ, 1988) that included a similar but narrower view of self-denial than Smith et al.'s (1983) view: conscientiousness, which can be considered as a narrow view of Smith et al.'s generalized compliance; courtesy, or considering others who would be affected before taking action that might affect them; civic virtue, or being sensitive and committed to an organization's best interests; and sportsmanship, or normally having a positive viewpoints and not complaining about afflictions.

OCB is influenced by different variables in organization. For example; Organ and Ryan (1995) found that job contentment that employees with high levels of job contentment and organizational commitment generally and organizational commitment have the strongest relationship with OCB. These studies show quite with positive behaviors involving OCBs (Zeinabadi and Salehi, 2011, p.1474). as well as; Rukhum (2010) found a positive relation between employee engagement and Organizational Citizenship Behavior (OCB). The dimensions of OCB are in fact characteristic of employee engagement, but the most strongly co-related OCB dimension with employee engagement is "taking advantages individually" which refers to going an extramile (Ahmed et al,

2012, p.102) and PsyCap is positively related to OCB directed toward the organization and individuals higher in PsyCap would seem to be more likely to engage in OCBs than those with lower PsyCap (Norman et al., 2010).

According to Lifeng (2007); employees' hope, optimism, and pliability separately have had positive impressions on their job performance, organizational commitment and organizational citizenship behavior. Employees' psychological capital (a combined construct of hope, optimism, and resiliency) had positive impressions on their job performance, organizational commitment and organizational citizenship behavior. Shahnawaz and Jafri (2009) have shown that psychological capital as a whole couldn't anticipate organizational. According to Norman and others (2010), there is a Relationship between positive psychological capital (emerged from the study of POB) and organizational identity on employee deviance and or ganizational citizenship behaviors that organizational identity mediates the relationship between psychological capital (PsyCap) and both employee deviance and organizational citizenship behaviors. Also, Pour Amini and Fayyazi (2015) worked on 108 employees of public organization and they find that there is a relationship between positive organizational behavior and OCB. Using a sample of 227 of employees at Jordanian banks, Suifan (2016) found that organizational climate has a statistically significant relationship with organizational citizenship behavior, and psychological capital mediates the relationship between organizational climate and organizational citizenship behavior. For organizations to improve organizational citizenship behavior, the psychological capital should be taken into account. According to researches, we explained the first and second hypothesis:

**H<sub>1</sub>:** There is a relationship between hope and OCB

**H<sub>2</sub>:** There is a relationship between pliability and OCB

### **Job Satisfaction and POB**

Locke (1976) defined job Satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Odwan (1999) also defines as a sense of completeness and accomplishment arising from job, this feeling has nothing to do with money or features, or even permission to leave. Feeling of relief that the employee has is arising from the job itself (Kamel et al, 2015).

JS is affected by different variables in organization. For example, Chibowa et al. (2011) tested the relationship between job contentment and OCB dimensions among administrative employees of five selected organizations of Zimbabwe where he noted that there is a weak but significantly positive relationship between job contentment and all dimensions of OCB or significant relationships were found between unit-level job contentment and unit-level criteria, involving productivity, customer contentment, withdrawal, and organizational citizenship behaviors (Whitman et al, 2010). Overall, organizational behavior has a positive impression on job contentment. One of vital subject of organizational behavior is positive organizational behavior, recently this subject has been considered as job contentment and its relationship with various subjects has been proven.

Luthans et al (2007) two studies have been directed to analyze how hope, pliability, optimism, and efficacy individually and as a compound higher-order factor anticipate job performance and contentment. Results from Study 1 provided psychometric support for a new survey measure designed to assess each of these 4 facets, as well as a composite factor. Study 2 results indicated a significant positive relationship regarding the compound of these 4 facets with performance and contentment. Conclusions from Study 2 also showed that the compound factor may be a better anticipate or performance and contentment than the 4 individual facets. Youssef and Luthans (2007) also drawing from the foundation of positive psychology and the recent emerging positive organizational behavior, two studies (N = 1,032 and N = 232) test hypotheses on the impression that the chosen positive psychological resource capacities of hope, optimism, and pliability have on desired job-related employee outcomes. These outcomes involve performance (self-reported in Study 1 and organizational performance assessments in Study 2), job contentment and happiness, and organizational commitment. The findings generally support that employees' positive psychological resource capacities relate to, and contribute unique variance to the outcomes. However, hope, and, to a lesser extent, optimism and pliability, do differentially and contribute to the various outcomes.

POB impression on job-related individual-level performance and contentment and recent studies have found that the hope levels of production workers in a small mid western factory related to their job contentment and organizational commitment (Larson & Luthans, 2006). Peterson and Luthans (2003) found fast food store managers' level of hope correlated with financial performance of their unit and employee retention and job contentment.

Larson and Luthans (2006) found the factory workers' pliability related to their job contentment. Youssef and Luthans (in press) also found that employees' level of pliability related to their contentment, commitment, and happiness. According to researches, we explained the third and fourth hypothesis:

**H<sub>3</sub>:** there is a relationship between hope and job contentment.

**H<sub>4</sub>:** there is a relationship between pliability and job contentment.

Figure 1 outlines a conceptual framework to aid my discussion of hope, Pliability, contentment, OCB. As seen in Figure 1, there is a Relationship between the hope and pliability with job contentment and OCB.

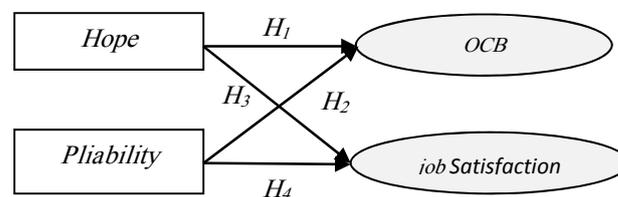


Figure 1. Conceptual model of Research

## Methodology

### Sample

Data of this study has been gathered from various departments in public organization. The sample has been comprised of 108 employee, senior managers, and supervisors. To enhance external

validity of the results, the sample has been drawn from multiple departments. It composed of 30% women and 70% men with an average age of 33.5 years. Participants’ tenancy, with the organizations ranged from 1 to 20 years, with an average tenancy of 8.45 years.

**Measures**

POB was measured by the 24-item POB questionnaires (Luthans, Avolio, et al., 2007). This tool involves 6 items for each of the four components of hope, efficacy, pliability, and optimism measured on a 5-point Likert-type scale. Sample items are as follows: efficacy—“I feel confident analyzing a long-term problem to find a solution;” hope—“There are lots of ways around any problem;” pliability—“I usually take stressful things at work in stride;” and optimism—“I approach this job as if “every cloud has a silver lining.” The eight-item OCBO tool demonstrated sufficient internal reliability ( $\alpha = 0/85$ ).

OCB were measured by using William and Anderson’s (1991) OCB instrument, which uses 13 items for individual and organizational OCB. An example item is "I convey useful information to colleagues". Internal reliability for this instrument was  $\alpha = 0/94$ .

**Analyses and Results**

Means, standard digressions, and bivariate correlations can be seen in Table 1. As it shows, hope and pliability were related to job contentment (with  $r = 0/44$ ,  $p < .01$ ,  $r = 0/45$ ,  $p < .05$ ), OCB (with  $r = 0/38$ ,  $p < .01$ ,  $r = 0/25$ ,  $p < .0$ ). These results suggest support for the main effect hypotheses in our study. We also used regression analyses to test effects of hope and pliability on Job contentment and OCB. Hypothesis 1 and 2 anticipated that hope and pliability would be positively related to job contentment. As it is obvious in Table 2, hope and pliability were a significant anticipate of job contentment ( $\beta = 0/38$ ,  $p < .01$  and  $\beta = 0/25$ ,  $p < .05$ ), providing support for Hypothesis 1 and 2.

Hypothesis 3 and 4 anticipated that hope and pliability would be positively related to OCB, again seen in Table 2, hope and pliability were a significant anticipate of OCB ( $\beta = .41$ ,  $p < .01$  and  $\beta = 0/48$ ,  $p < .01$ ). Thus, overall there was support for both Hypotheses 3 and 4.

Table1. *Intercor Relations Among study Variables*

Variable	M	SD	1	2	3	4
Hope	3.85	0/601	1	0/549**	0/440**	0/389**
Pliability	3.75	0/487		1	0/451**	0/252*
Job Satisfaction	3.34	0/835			1	0/252*
OCB	3.57	0/434				1

N = 108, \*\* $p < .01$ , \*  $p < .05$

Table 2. *Regression Analyses with Psychological Capital, Outcomes, and Covariates*

Variable	job contentment	OCB
Hope	0/62*	0/41*
Pliability	0/55**	0/61*
POB	0/39*	0/53*

N=108, \*P< .01, \*\* p < .05

Hypothesis 1 anticipated that hope would be positively related to OCB. As it is clear in Table 2, hope was a significant anticipate or of OCB ( $\beta = 0/41$ ,  $p < .01$ ), providing support for Hypothesis 1. H2 argues that there's a positive Relationship between pliability and OCB. Multiple regression is used to analyze the hypothesis. As seen in Table 2, there is a significant and positive Relationship between pliability and OCB ( $\beta = 0.61$ ,  $t = 6.27$  and  $P < .01$ ). Based on the data in Table 2, there is a significant and positive Relationship between hope and job contentment ( $\beta = 0.62$ ,  $t = 8.85$  and  $p < .01$ ). Hypothesis 4 anticipated that pliability would be positively related to job contentment. As it is obvious in Table 2, pliability was a significant anticipate or of job contentment ( $\beta = 0/55$ ,  $p < .01$ ), providing support for Hypothesis 1.

### **Discussion and Conclusions**

The conception of a 'positive psychology' is quickly acquiring impetus in both psychology and organizational behavior. With the emergence and apparent sustainability of PsyCap research, a new opportunity has emerged for theory making and testing in this variety realm. Now, organizations have turned their attention to Positive Psychological Capital and it is becoming vital in organizations. Since POB has relationship with performance outcome, this study examined the relationship between POB constructs with job contentment and OCB. A sample of public organization workers selected and the questionnaire distributed among them. In this study, we extend POB research by arguing and testing POB constructs include hope and pliability. The results of the study showed that hope has strong relationship with job contentment and OCB. The found results support the findings of Luthans (2007) in which they reported that the selected positive psychological resource capacities of hope, optimism, and pliability have on desired job-related employee outcomes. These outcomes involve performance, job contentment and happiness, and organizational commitment. Also, according to Lifeng (2007) employees' hope, optimism, and pliability separately have had positive impressions on their job performance, organizational commitment and organizational citizenship behavior. Also, the results of this study indicated that pliability has strong relationship with job contentment and OCB. The found results support the findings of Larson and Luthans (2006) that found the factory workers' pliability related to their job contentment. Youssef and Luthans (in press) also found that employees' level of pliability related to their contentment, commitment, and happiness. All hypothesized Relations have been supported by the data. As it was expected. Hope and pliability were significantly positively related to OCB and job contentment. Therefore findings from this study suggest that managers who hire employees with similar levels of PsyCap may find higher levels of job contentment and OCB. The finding also underscores the importance of hope and Pliability, as well as support for PsyCap growth programs aimed at enhancing overall PsyCap levels of employees.

### **Restrictions and Directions to the Future Studies**

There are several potential restrictions to the present study, which we see as opportunities to the future researches. First, the sample in the current study was small in size; rather than a more working sample of employees, the reason is that they weren't available (because of the distance) and time is

limitation to send questionnaire to all of them. Including large sample size could enrich our research. Therefore, future studies should attempt to involve a wider range of sample. Second, this study was implemented in public organization. A future study should be implemented in private organization to compare the findings. Time is another limitation from which this study suffers. We couldn't examine relationship between all components of POB (optimism, etc.) with job contentment, OCB separately. Future researchers should consider the Relationships between all components of POB (hope, pliability, optimism, and self-efficacy) and job-related performance.

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