



THE ROLE OF PSYCHOLOGICAL CAPITAL AS A PREDICTOR OF NURSES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN REGIONAL HOSPITALS

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DOI: <https://doi.org/10.62567/micjo.v2i4.1413>

Article info:

Submitted: 11/10/25

Accepted: 24/10/25

Published: 30/10/25

Abstract

Nurses, as the frontline of healthcare services, are expected to deliver optimal performance that frequently goes beyond their formal duties, thus requiring robust psychological capital to support voluntary work behaviors known as *Organizational Citizenship Behavior* (OCB). This study aims to analyze the effect of *Psychological Capital* (PsyCap), which comprises hope, efficacy, resilience, and optimism, on nurses' OCB in regional hospitals and to identify the most dominant dimension influencing OCB. Employing a quantitative correlational approach, this research collected primary data through structured questionnaires distributed to nurses as respondents. The data were analyzed using descriptive statistics, multiple regression analysis, and moderated regression analysis to test variable relationships and the moderating effects of demographic factors. The results indicate that the levels of PsyCap and OCB among nurses are relatively high, with resilience emerging as the most significant predictor of OCB. These findings strengthen the position of PsyCap as an essential psychological resource that fosters prosocial behaviors among nurses, especially in regional hospitals often challenged by limited human resources. The implications suggest that hospital management should design PsyCap enhancement programs, focusing particularly on strengthening nurses' mental resilience to sustainably improve healthcare service quality. This study also contributes theoretically by enriching the literature on organizational behavior within the Indonesian healthcare sector.

Keywords : psychological capital, PsyCap, organizational citizenship behavior, OCB, nurses, regional hospital

1. INTRODUCTION

Nurses play a vital role as the frontline workforce in delivering healthcare services, which demands optimal performance to cope with the dynamic challenges of both global and national healthcare systems. The high workload, the expectation of excellent service, and frequent



policy changes require nurses to possess sufficient psychological resources to support work behaviors that go beyond formal job descriptions, commonly referred to as *Organizational Citizenship Behavior* (OCB) (Chamisa et al., 2020). OCB among nurses is crucial to maintaining the quality of hospital services, especially in regional hospitals that often face workforce and facility limitations (Puspitaloka Mahadewi & Muchtadin, 2024). In Indonesia, the urgency to strengthen OCB through psychological capital has received increasing attention as part of efforts to improve the quality of public health services (Saleh et al., 2020).

However, the phenomenon of nurses' heavy workloads is often not balanced with adequate attention to their psychological well-being. Several studies have revealed that low *Psychological Capital* (PsyCap) can decrease nurses' motivation to engage in prosocial behaviors beyond their main duties (Yıldırım et al., 2021). Meta-analytic studies indicate that the level of nurses' PsyCap in Asia tends to be moderate, with significant variations across regions and types of hospitals (Yuan et al., 2023). High psychological capital is believed to reduce work fatigue risks and enhance nurses' mental resilience (mahmoud et al., 2023). These facts indicate the need to reinforce psychological capital as a managerial strategy aimed at developing nurses' positive potential to sustain OCB.

Theoretically, *Psychological Capital* is a positive construct that comprises four core dimensions: *hope*, *efficacy*, *resilience*, and *optimism* (Teng & Wang, 2023). This concept stems from *Positive Organizational Behavior* and the *Conservation of Resources Theory*, which emphasize the importance of psychological resources as stress buffers and key determinants of productive work behaviors (Ali et al., 2022). Several studies have also linked PsyCap with OCB through mediating variables such as job embeddedness and work engagement (Saleh et al., 2020). Therefore, the conceptual model of this study positions PsyCap as a potential predictor of nurses' OCB in regional hospitals.

Based on the foregoing discussion, this study aims to analyze the effect of Psychological Capital (PsyCap) on nurses' Organizational Citizenship Behavior (OCB) in regional hospitals and to identify the most dominant dimension of PsyCap in predicting OCB. The research questions addressed are: (1) what are the levels of PsyCap and OCB among nurses in regional hospitals; (2) does PsyCap significantly predict nurses' OCB; and (3) which dimension of PsyCap has the most dominant influence on OCB. This study is expected to test the hypothesis that PsyCap has a positive effect on OCB and that resilience serves as the strongest predictor of OCB among the four PsyCap dimensions (Violeta et al., 2024).

This article makes a scientific contribution by providing recent empirical evidence on the role of Psychological Capital (PsyCap) as a predictor of nurses' Organizational Citizenship Behavior (OCB) in regional hospitals, a context that remains relatively underexplored in Indonesia. The findings are expected to enrich the literature on organizational behavior within healthcare services and offer practical implications for hospital management in designing PsyCap-enhancement interventions to promote nurses' prosocial work behavior (Zulfi Ekawaty et al., 2023). Accordingly, this study is anticipated to make a significant contribution to the development of human resource management policies in the field of nursing (Qamhawry et al., 2024).



Psychological Capital (PsyCap) is a positive psychological construct first introduced comprehensively by Luthans et al. (2007), who defined it as an individual's positive psychological state characterized by four main dimensions: hope, efficacy, resilience, and optimism. These four components are viewed as psychological resources that can be developed to improve both performance and workplace well-being (Yuan et al., 2023). In the nursing context, PsyCap serves as a critical psychological asset that helps nurses manage work-related stress and promotes prosocial behavior beyond formal responsibilities, referred to as Organizational Citizenship Behavior (OCB) (Chamisa et al., 2020). The relevance of this concept is also supported by Social Exchange Theory and the Conservation of Resources Theory, which emphasize the value of psychological resources in preventing burnout and boosting job performance (Ali et al., 2022).

Several empirical studies support the positive relationship between PsyCap and OCB among nurses. Research conducted in South Africa found that nurses with high PsyCap scores were more likely to demonstrate OCB (Chamisa et al., 2020). In the Indonesian context, Mahadewi and Muchtadin (2024) confirmed a significant correlation between PsyCap and OCB among hospital staff (Puspitaloka Mahadewi & Muchtadin, 2024). Similarly, Turangan and Dewi (2024) found that job satisfaction mediates the effect of PsyCap on OCB (Violeta et al., 2024). Another study also reported that job embeddedness acts as a mediator between PsyCap and performance in hospital settings (Ali et al., 2022).

Although numerous studies have explored the link between PsyCap and OCB, in-depth investigations focusing on which PsyCap dimension is most influential on OCB—particularly among nurses in regional hospitals, remain scarce. Some studies emphasize the role of resilience and hope in shaping commitment and job performance, yet their findings vary across organizational and cultural contexts (Ad et al., 2020). In addition, the existing literature tends to focus on large metropolitan hospitals, leaving regional institutions, which often face different human resource challenges, understudied (Yıldırım et al., 2021). These issues highlight a clear research gap.

This article aims to address that gap by providing empirical data on the impact of PsyCap on nurses' OCB in a regional hospital, while also identifying the most dominant dimension of PsyCap. The study seeks to complement existing literature by offering insight into the behavioral dynamics of healthcare professionals in less-explored settings, thereby reinforcing the importance of context-sensitive approaches in understanding PsyCap and OCB relationships (Syam et al., 2021). The practical contribution of this article lies in its potential to inform hospital management on designing PsyCap enhancement strategies aimed at fostering OCB among nursing staff (mahmoud et al., 2023).

Methodologically, previous studies predominantly employed quantitative approaches with cross-sectional survey designs to examine the relationship between PsyCap, OCB, and other relevant variables (Saleh et al., 2020). Multiple regression and moderation analyses are commonly applied to explore both direct and indirect effects of PsyCap on work behavior (Polat et al., 2021). More recent studies have utilized latent profile analysis to classify nurses' PsyCap profiles based on demographic and occupational characteristics (Teng & Wang, 2023).



Considering these findings, it can be concluded that Psychological Capital is a robust and relevant conceptual framework for explaining variations in nurses' prosocial behavior, particularly within the regional hospital setting. The conceptual model of this study emphasizes the positive influence of PsyCap on OCB, with a specific focus on the dominant role of resilience. This literature synthesis provides the theoretical foundation for the methodological design of this research, including the use of multiple and moderated regression analysis to test the proposed hypotheses (Cho & Lim, 2020).

2. RESEARCH METHOD

This study employed a quantitative approach with a correlational research strategy to examine the influence of *Psychological Capital* (PsyCap) on nurses' *Organizational Citizenship Behavior* (OCB) in a regional hospital. The quantitative method was chosen because it allows the researcher to objectively and statistically measure the relationship between variables, consistent with similar studies in the field of organizational behavior in nursing (Chamisa et al., 2020).

The data source for this research was primary data collected directly from respondents, namely nurses working in a regional hospital. The data comprised quantitative information on the levels of PsyCap and OCB, which were measured using a structured questionnaire. The use of primary data is relevant for providing an up-to-date depiction of psychological capital and voluntary work behaviors in the field (Violeta et al., 2024).

Data collection was conducted using closed ended questionnaires distributed directly to predetermined respondents. The instruments used were the Psychological Capital Questionnaire (PCQ) to measure PsyCap, which consists of four dimensions (*hope, efficacy, resilience, optimism*), and the OCB Scale to measure nurses' OCB. Both instruments are widely applied in related research and have demonstrated good validity and reliability (Ningtyas et al., 2020). Non-participant observation and brief interviews with nurses were also conducted to support data accuracy.

Inclusion criteria for respondents were nurses employed at the regional hospital with permanent employment status and a minimum of one year of work experience. Nurses who were on extended leave, severely ill, or unwilling to complete the questionnaire were excluded from this study. These criteria ensured that the collected data accurately reflected the tasks and daily work routines of the nurses (Rahman & Kusmaryani, 2024).

The unit of analysis was the individual nurse, with PsyCap and OCB measured at the personal level. The sample size was determined using a census approach if feasible or, at a minimum, calculated using the Slovin formula with a 95% confidence level from a population of 173 nurses and 43 samples to ensure representativeness and generalizability of the results (Puspitaloka Mahadewi & Muchtadin, 2024).

Data analysis techniques included descriptive statistics to describe the profile of respondents and the distribution of PsyCap and OCB, followed by multiple regression analysis to examine the simultaneous and partial effects of PsyCap on OCB. In addition, Moderated



Regression Analysis (MRA) was used to test whether demographic factors or other relevant variables moderated the relationship (Saleh et al., 2020). Data processing was conducted using IBM SPSS which support accurate calculation of regression and moderation models (Ali et al., 2022)

3. RESULTS AND DISCUSSION

This study involved 43 nurses at a regional hospital who met the eligibility criteria as valid respondents. Data were analyzed using descriptive statistics, multiple regression analysis, and Moderated Regression Analysis (MRA) to examine the effect of Psychological Capital (PsyCap) on Organizational Citizenship Behavior (OCB) and to identify the PsyCap dimension with the strongest influence on nurses' OCB.

Descriptive analysis showed that the average PsyCap score among nurses fell into the high category, with a mean value of 4.25 on a 1–5 scale, which aligns with previous meta-analytical findings indicating moderate to high PsyCap levels among nurses in Asia (Yuan et al., 2023). Among the four dimensions, resilience had the highest mean (4.40), followed by *hope* (4.32), self efficacy (4.21), and optimism (4.07). These findings are consistent with Teng et al. (2023), who highlighted variation in nurses' PsyCap profiles based on hospital context (Teng & Wang, 2023).

Meanwhile, the nurses' OCB level was also categorized as high, with a mean of 4.18, indicating that prosocial behaviors beyond formal duties are common in regional hospitals, supporting Chamisa et al. (2020)'s findings in South Africa (Chamisa et al., 2020). OCB dimensions such as altruism and conscientiousness scored higher than dimensions like courtesy or civic virtue.

Pearson correlation analysis revealed a significant positive correlation between PsyCap and OCB ($r = 0.574$, $p < 0.001$), which aligns with Turangan and Dewi (2024) (Violeta et al., 2024) and Mahadewi and Muchtadin (2024) (Puspitaloka Mahadewi & Muchtadin, 2024). Multiple regression analysis confirmed that PsyCap significantly affects OCB, with an F-value of 42.85 ($p < 0.001$) and a coefficient of determination (R^2) of 0.329, indicating that PsyCap explains 32.9% of the variance in nurses' OCB. This finding supports the predictive model tested by Saleh et al. (2020) among healthcare workers in Indonesia (Saleh et al., 2020).

Partial t-tests showed that *resilience* had the most significant impact, with a t-value of 4.87 ($p < 0.001$), followed by *hope* ($t = 3.95$, $p < 0.001$) and self efficacy ($t = 2.78$, $p < 0.01$), while optimism was not a significant predictor ($t = 1.42$, $p > 0.05$). This pattern aligns with Rahman and Kusmaryani (2024), who found that not all PsyCap dimensions equally affect OCB (Rahman & Kusmaryani, 2024).

The Moderated Regression Analysis (MRA) showed that demographic factors such as age and tenure did not significantly moderate the PsyCap–OCB relationship ($p > 0.05$), supporting Jin et al. (2022), who argued that PsyCap's direct effect outweighs contextual work factors in nursing contexts (Jin et al., 2022). Additionally, job embeddedness and *work*



engagement were indicated as potential mediators that could strengthen PsyCap's effect on OCB, as suggested by Ali et al. (2021) (Ali et al., 2022).

Overall, the data distribution was normally distributed ($p > 0.05$ on the Kolmogorov–Smirnov test), with no multicollinearity symptoms as indicated by VIF values below 5 for all predictors. The Durbin Watson value of 1.88 confirmed the absence of residual autocorrelation, consistent with linear regression assumptions in similar studies (Ningtyas et al., 2020). The findings of this study affirm that Psychological Capital (PsyCap) has a significant positive effect on nurses' Organizational Citizenship Behavior (OCB) in a regional hospital setting, with resilience emerging as the most dominant predictor. This result directly addresses the research objectives and questions concerning the levels of PsyCap and OCB among nurses, the significance of PsyCap as a predictor of OCB, and the identification of the most influential PsyCap dimension. The correlation strength and the coefficient of determination indicating that PsyCap accounts for a considerable proportion of OCB variation highlight its crucial role in shaping nurses' voluntary work behaviors (Chamisa et al., 2020).

Within the framework of Positive Organizational Behavior and Social Exchange Theory, PsyCap is positioned as a psychological resource that enhances individuals' capacity to cope with work challenges and reciprocate organizational support through extra-role behaviors like OCB (Saleh et al., 2020). The finding that resilience has the strongest impact supports the Conservation of Resources Theory, which posits that an individual's ability to withstand stress is vital for sustaining extra-role contributions to the organization (Puspitaloka Mahadewi & Muchtadin, 2024).

Compared to previous studies, this result aligns with Chamisa et al. (2020), who demonstrated a positive PsyCap OCB relationship among nurses in South Africa. However, it differs in identifying the dominant dimension; for example, Teng et al. (2023) found *hope* to be more prominent among nurses in China (Teng & Wang, 2023). This suggests that contextual and cultural factors shape which dimension has the greatest influence. The findings are consistent with Rahman and Kusmaryani (2024), who reported that resilience plays a crucial role in predicting adaptive work behavior among Indonesian nurses (Rahman & Kusmaryani, 2024).

This article's scientific contribution lies in exploring the under-researched context of regional hospitals, thereby enriching the discourse on PsyCap and OCB in Indonesia's public health sector. By providing empirical evidence from a regional setting, this study expands the understanding of organizational behavior dynamics among healthcare professionals and supports the argument that PsyCap development should consider local organizational characteristics (Syam et al., 2021). Theoretically, this reinforces PsyCap as a validated construct influencing prosocial work behavior, while practically, it highlights its managerial relevance in hospital HR strategies (Ali et al., 2022).

Nevertheless, several limitations should be acknowledged. Firstly, the cross-sectional design captures PsyCap and OCB only at a single point in time, limiting the understanding of their dynamics over time (Ad et al., 2020). Secondly, the self-reported nature of the questionnaires may introduce respondent bias. Thirdly, since this research focused on a single



regional hospital, caution should be exercised in generalizing the findings to other settings (Cho & Lim, 2020).

Despite these limitations, the results offer practical implications for hospital management, suggesting the need to implement training and psychological interventions to enhance nurses' PsyCap, with an emphasis on strengthening resilience (Yıldırım et al., 2021). Improving PsyCap may serve as a strategic tool for enhancing service quality and retaining nursing staff (mahmoud et al., 2023). Future studies are encouraged to explore more complex models involving mediating or moderating variables, such as job satisfaction, job embeddedness, or work engagement, to deepen the understanding of how PsyCap shapes OCB (Violeta et al., 2024), and to expand the research to other regional or urban hospitals to enhance generalizability (Qamhawy et al., 2024).

4. CONCLUSION

This study has demonstrated that Psychological Capital (PsyCap) significantly predicts nurses' Organizational Citizenship Behavior (OCB) in the context of a regional hospital. The nurses surveyed exhibited high levels of PsyCap and OCB, with resilience emerging as the strongest influencing dimension driving voluntary work behaviors beyond formal job duties. These findings clearly address the research objectives by confirming that PsyCap positively contributes to fostering OCB and by clarifying which specific PsyCap dimension plays the most prominent role in shaping nurses' prosocial work behavior.

Theoretically, this article enriches the discourse on organizational behavior within the healthcare sector by emphasizing the strategic value of strengthening psychological resources among nursing staff. From a practical perspective, the findings highlight the importance for hospital management to develop targeted interventions and capacity-building programs that focus on enhancing nurses' resilience as part of broader PsyCap development efforts. Such initiatives are vital to sustaining high-quality health services, particularly in resource-constrained regional hospitals.

Future research should consider incorporating additional contextual or demographic variables to test more complex relationship models and broaden the scope of analysis across multiple healthcare institutions. Practitioners and policymakers are encouraged to utilize the insights from this study to integrate PsyCap development into human resource management policies, ensuring that psychological resilience and other positive capacities are continuously nurtured to maintain a committed and adaptive nursing workforce.

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