

Role of PsyCap in Job Satisfaction and Intention to Leave: A Survey of Faculty from Higher Education Institutions in D.I.

Khan

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Abstract

Logical assumption that self-efficacy, hope, optimism, and resilience (PsyCap) can lead an employee to positive organizational outcomes like job satisfaction has been tested and proved in this study. Further, the theory that PsyCap empowers the employee to capitalize on the positive aspects of the job therefore the chances of intention to leave is reduced. This negative logical link has also been tested and proved authentic through empirical data. The current field study verifies the positive and negative links of PsyCap with JS and ITL with significant statistics from the sample data collected from the Faculty members of public and private sector higher education institutions. Furthermore, the demographic impacts on the opinion have also been tested and the results are significant on some group mean differences. The study has implications for HRM of HEIs to further strengthen both positive and negative relationships by working on the PsyCap of their workforce.

Keywords: Psychological capital, job satisfaction, & intention to leave

Introduction

Psychological capital (Psy-Cap) refers to the resources of positive psychology in humans including optimism, hope, self-efficacy, resilience, and courage, which enable the individuals to behave proactively in their life including work environments. Existing research has verified the positive relationships between PC and job satisfaction (JS) in different organizational work environments (Peterson, 2006). Psy-Cap has also emerged as having inverse relationships with employees' turnover and intention to leave (ITL) of the employees in different workplaces. Thus, Psy-Cap increases the JS on one hand and simultaneously reduces the chances of ITL among the employees (Luthans, Avolio, Avey, & Norman, 2007).

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Current psychology is focusing on the positive psychology. Self-efficacy, hope, optimism and resilience are the main concepts of PsyCap to be used by management to expect positive outcomes from employees and discourage anti-organization behaviors like occupational stress and intention to quit. Socialization literature emphasis on involving new recruits in organizational socialization through proactive behaviors like organizational learning (Nasab, Asgari, & Ayati, 2015).

JS is an employee's feeling to be happy with his/her job, salary, supervision, promotion, co-workers, and work environment. This happiness increases the interest in job, organizational commitment, and willingness to continue working (Scott, 2006). It is the employees' feeling of contentment with management taking care of employees' needs. Job satisfaction is widely reported as the main factor in increasing organizational commitment as well as a strong blockade against the intentions of employees to leave organization or quit the job.

ITL is the dissatisfaction of an employee with the job, tasks, co-workers, supervisor, and organization, which results into turnover. Employees with strong attributes of PsyCap 'resist' to quit by taking proactive measures to dispel the demotivating aspects of job, co-workers, and work environment (Scott et al., 2006). An individual's resilience is the leading attribute in PsyCap. PsyCap is linked with ITL in adverse manner. Resilience helps the employees to manage any negative feedback to stand against the instigations to leave the job rather keep going to make it better than before.

Current study comes up with logical arguments, well-supported philosophical links between the constructs and huge statistical evidence for the same connections from the field study. The association of PsyCap with both job satisfaction (positive) and intention to leave (negative) have been established with significant p-values. Likewise, significant group mean differences have been computed related to qualification, experience and sector of the respondents on two of the variables including PsyCap and intention to leave.

Research Design

Philosophy and Approach

Research philosophy refers to a set of beliefs regarding 'knowledge' (ontology) and its 'recording & communication' (epistemology), onto which the research methodology is founded. Current research follows 'Positivism', which suggests that verifiable facts and figures are knowledge (ontology) and it can be captured and

passed on using standard concepts/terminologies(epistemology). Further, 'scientific-method' is the research methodology to implement the theories of ontology, epistemology. Survey approach was used to collect data.

Tools and Techniques

For data collection literature and field surveys were conducted through a structured questionnaire. For qualitative data, 'thematic-analysis' was applied for both data collection and analysis. Theoretical-framework was used as guideline for field study and data analysis. A sample of 253 was used for field survey (n=310, returned – 253, 81%) from a public (166) and a private (87) university in D.I. Khan, Pakistan. Numerical data was processed using SPSS-21 for testing of hypotheses.

Reliability and Validity

Reliability Statistics (required score = > 0.7)

	Concepts	Cronbach's Alpha	N of Items
1	Psychological Capital	.793	11
2	Job Satisfaction	.883	10
3	Intention to Leave	.898	10
4	Questionnaire	.769	31

Pretests [KMO & Bartlett]

	Psycho-Cap	JS	ITL
KMO test	.781	.942	.908
Bartlett's test	Chi-square [862.724] [df.55] p-value = .000	Chi-Square [1703.210] [df.45] p-value = .000	Chi-Square [1389.774] [df.45] p-value = .000

Factor Loadings

Qs	Score	Qs	Score	Qs	Score
pc 1	.705	js1	.934	itl1	.874
pc 2	.645	js2	.871	itl2	.597
pc 3	.506	js3	.787	itl3	.675
pc 4	.580	js4	.883	itl4	.807
pc 5	.590	js5	.786	itl5	.817
pc 6	.577	js6	.755	itl6	.685
pc 7	.757	js7	.895	itl7	.675
pc 8	.831	js8	.736	itl8	.501
pc 9	.424	Js9	.491	itl9	.787
				itl10	.801

Literature Review

Psychological Capital (PsyCap)

Positive psychology is explained as theory and practice of positive human strengths, attributes, and psycho-capacities, which can be created among workers, well-managed and measured to improve performance (Peterson, 2006). PsyCap is: (1) founded in theory and practice; (2) measured with validity; (3) comparatively new for behavioral studies in organizations; (4) a flexible attribute, which can be controlled for its development and modification; and (5) positively affects the employees' and organizational performance as well as job satisfaction (Luthans et al., 2007; Nasab et al., 2015).

As per these attributes the constructs for PsyCap are self-efficacy, hope, optimism, and resilience and collectively refer to 'psychological capital' or PsyCap (Luthans & Youssef, 2004). PsyCap is 'an employee's positive psychological state of mind, which is expressed through: a) self-efficacy (the ability to take challenging tasks through commitment and hard work for successful performance; b) Optimism: practicing positive attribution of success and failure; c) Hope: determined toward objectives and re-planning as per situations to succeed; and d) Resilience: can stand against the odds and continues working irrespective of negative feedback on performance (Luthans et al., 2007; Nelson & Cooper, 2007).

1. Self-efficacy: It refers to an individual's belief about his/her ability to successfully perform a task in a specific work environment. It is linked with several adjustment outcomes and work-related performance outcomes. (Aguayo, Herman, Ojeda, & Flores, 2011). Self-efficacy has positive link with employee performance like leadership and satisfaction. Socialization practices also have positive connections with self-efficacy (Nasab et al., 2015).
2. Hope is the belief that humans can figure out plans to achieve their goals through motivation. Self-efficacy is about situation-specific targets while hope is about the cross situational objectives. Hope is connected with employee retention, organizational commitment and job satisfaction (Nelson et al., 2007; Malik, 2013).
3. Optimism is making positive attributions for events. Optimism is different from hope in the sense that optimism is founded on expectations about results realized through external forces rather oneself. Optimism is linked with employee leadership style, his/her retention, and performance (Ah et al, 2007).

4. Resilience is adjusting positively, coping successfully and taking on challenges positively. It emerges from rigorous training; roll modeling, development of specific knowledge and being not demotivated by mistakes (Nelson et al., 2007; Malik, 2013).

Job Satisfaction (JS)

Hawthorne studies were conducted by Elton Mayo in 1920s-30s at WEC plant at Chicago to understand employees' job satisfaction –first time in history. The study revealed that sentiments (emotions) of an employee can affect working behaviors. The research suggested that both social interrelationships as well as emotional contents constitute the behaviors of job satisfaction and efficiency of workforce (Robbins et al, 2003). Employees' performance is squarely anchored on the levels of job satisfaction existing among the workforce (Agbozo1 et al.,2017).

Thus, job satisfaction is the favorable viewpoint of an employee regarding different dimensions of his/her job (Saari & Judge, 2004). It refers to the feeling of employees about their job-attributes including both intrinsic and extrinsic elements. Several approaches have been developed to categorize the dimensions of job satisfaction (Dian-Yan et al., 2014). Job satisfaction is measured using six common attributes of workplace: salary, work, supervision, promotion, co-workers and work-environment. However, these attributes can be modified as per changing contexts and situations (Chipunza & Malo, 2017).

Intention to Leave (ITL)

Wellbeing of an employee is the prime objective of job in any organization. If they are facing problems in achieving this objective, then general appreciations finally lose their importance for the employees. They are gradually pushed to look around for better place to work, which can help them in realizing their objectives of working successfully within the organization and general well-being of the employee, his/her family and beyond (Mohamed et al., 2006). So job satisfaction or otherwise relating to hours of work, working conditions and methods of work is likely to increase or decrease the chances of creating intentions to leave or turnover (Taplin & Winterton, 2007).

Researchers are continuously examining HRM practices and their impacts on job satisfaction, commitment and intentions to leave, demotivation and several other outcome behaviors of the workforce (Scott, Gravelle, Simoens, Bojke, & Sibbald, 2006). As per social exchange theory, the employees are more involved in their work when they feel working in a social group, find their role/job meaningful and

get appreciation on performing well (Guchait & Cho, 2010). Similarly, the employees who perceive having organizational support are more likely continue working with the organization (Alfes et al., 2013).

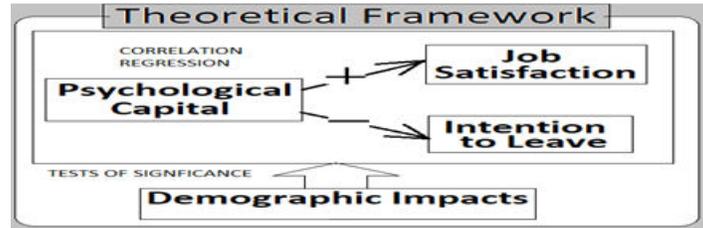


Figure-1 Theoretical Framework (Model) of the Study

Findings of the Study

Descriptive Results

Descriptive Statistics

	N	Min	Max	Mean	SD
Psycho-Capital	253	3.27	6.91	5.9332	.60121
Job Satisfaction	253	3.10	5.10	4.3522	.48268
Intention to Leave	253	2.00	6.60	2.9375	.74497

Testing of Hypotheses

Association Analysis

Hypothesis-1: PsyCap is significantly associated with JS & ITL

		PC	JS
Job Satisfaction	Pearson Correlation	.422**	1
	Sig. (2-tailed)	.000	
Intention to Leave	Pearson Correlation	-.456**	.047
	Sig. (2-tailed)	.000	.455

** . Correlation is significant at the 0.01 level (2-tailed).

Analysis

The positive relationship of PsyCap with JS is significant and positive. Likewise, the association of PsyCap with ITL is significantly negative supported by huge statistics. However, the link between JS and ITL is weak as well as insignificant. The hypothesis-1 is thus accepted.

Cause-n-Effect Analysis

Hypothesis-2: PsyCap significantly and 'Positively' predicts JS

Model Summary						
	R	R2	Adjusted R2	SE	F	Sig.
1	.422a	.178	.175	.43854	54.284	.000b
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	S E	Beta		
1	(Constant)	2.343	.274		8.552	.000
	Psy- Capital	.339	.046	.422	7.368	.000
<i>a. Predictors: (Constant), PC; b. DV: Job Satisfaction</i>						

Analysis

R2 is .178 meaning that 18% of positive change is occurring in the dependent variable of job satisfaction by the predictor (PsyCap) with Beta-weight of .339. The hypothesis-2 is thus accepted as true.

Hypothesis-3: PsyCap significantly and 'Adversely' explains ITL

Model Summary						
M	R	R2	Adjusted R2	SE	F	Sig.
1	.456a	.208	.205	.66430	65.919	.000b
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	SE	Beta		
1	(Constant)	6.291	.415		15.155	.000
	Psycho- Capital	-.565	.070	-.456	-8.119	.000
<i>a. Predictors: (Constant), Psy-Cap; b. DV: Intention to Leave</i>						

Analysis: 21% of variation in ITL is explained by PsyCap in adverse form. The results are significant and strong in terms of other statistics like Beta-weight = -.565 and p-value = .000. The hypothesis-3 is accepted.

Group-Mean Differences

Hypothesis-5 Seniors are scoring higher on PsyCap and JS

Group Statistics (EXPERIENCE)					
	Experience	N	Mean	Std. D.	Std. E
Psychological Capital	Seniors	149	6.0232	.48557	.03978
	Juniors	104	5.8042	.71904	.07051
Job	Seniors	149	4.3698	.48025	.03934

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Satisfaction	Juniors	104	4.3269	.48736	.04779	
Intention to Leave	Seniors	149	2.8564	.59778	.04897	
	Juniors	104	3.0538	.90617	.08886	
Independent Samples Test						
		F	Sig.	t	df	Sig.
Psychological Capital	EVA	6.679	.010	2.892	251	.004
	EVNA			2.705	167.217	.008
Job Satisfaction	EVA	.232	.631	.694	251	.488
	EVNA			.693	219.697	.489
Intention to Leave	EVA	4.851	.029	-2.088	251	.038
	EVNA			-1.946	164.511	.053
EVA: Equal variances assumed; EVNA: Equal variances not assumed						

Analysis: Descriptive data tells that seniors are scoring higher on PsyCap and JS. While juniors scored higher on ITL. Test has given significant results on seniors' higher score on PsyCap ($p = .004$) and juniors high score on ITL. The hypothesis is accepted on 2/3 significant statistics.

Discussions & Conclusions

The impact of PsyCap on job satisfaction and intention to leave is well-documented with the evidence from field studies as well philosophical research on the topic. The attributes of self-efficacy, hope, optimism and resilience enable an individual to adjust himself/herself according to the situation and reach a level of satisfaction thereby weakening any intention to leave. Current study has supported these hypotheses with different readings on every link.

PsyCap is positively connected with JS with 19% of variation in dependent variable, which is proves positive relation. Likewise, PsyCap has brought 21% change in ITL, which confirms negative direction of the link. Further, t-tests to compute the group means differences reveal that private sector employees score higher on ITL. All this establishes the role of demographic attributes in changing the opinion of respondents. It can be concluded that the links of PsyCap with JS and ITL are universal however, the strength of these relationships are the issues for different work environments. The readings from these relations in a particular context allow to develop a customized solution model by focusing on weak links and take measures to improve and strengthen the required cause-n-effect relationships of interest to the organization.

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