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Studying and Analyzing the Impact of Psychological Capital on the Employees' Attitudes and Behaviors: An Empirical Study

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Abstract:

PsyCap concept and its impact has been the focus of much attention in the last few years. Thus, this research aims at studying the impact of the nurses' PsyCap on their attitudes and behaviors. For testing the proposed model and the developed hypotheses, this research is based on the collected data from a proportional stratified random sample of 384 full-time nurses who are working in two educational hospitals at Cairo University in Egypt. The obtained results from the analyzed data indicate : (a) there is strong , positive and significant relationship between the nurses' PsyCap and their organizational commitment and organizational citizenship behavior; (b) there is strong , negative and significant relationship between the nurses' PsyCap and their intention to leave and the counter productive work behavior; and (c) hope, self-efficacy ,optimism and resilience operating jointly and explain 42.2% of the nurses desirable attitude and behavior and 35.4% of the undesirable attitude and behavior.

Keywords: *PsyCap, hope, optimism, self-efficacy, resilience, organizational commitment, organizational citizenship behavior, intention to leave, counter productive work behavior*

1. Introduction

The resource- based view of the firm – according to Dessler (2015, p.42) – suggests that "the optimal use of human capital can be considered the key source of competitive advantage because it is rare and difficult for imitating the highly talented and motivated ones". This resource- based view has led to considerable attention in the human resource field that focuses on evaluating the value and impact of human capital on organization effectiveness. Recently, organizational and human resource researches are largely simulated by the positive psychology movements. These researches tried to go beyond human capital through the focus on what has been called "positive psychological capital".

According to Luthans et. al. (2012, p20); Avey et. al. (2008, p.8, 2011, p.130); and Carolyn et. al. (2013, p.150) "psychological capital is not only concerned with "who you are" (i.e. human capital) but also, in the developmental sense "who you are becoming".

Over the last several years' considerable research attention has given to the positive psychological capacities in the work place. This growing research stream has led to a more specific interest in the topic of studying and applying the positively oriented human resource that can be measured, developed and effectively managed.

Meanwhile, and despite the difficult economic, geopolitical and social challenges that occurred in the last five years in Egypt and the surrounding Arabic area, there is a considerable growing scientific evidence of the value of positive mind-set and positive beliefs in one's relationships, well-being and work. Therefore, this research will focus on investigating the impact of the Egyptian nurses' psychological capital on their attitudes and behaviors in their hospitals.

2. Literature Review

According to Acrolyn et.al. (2013, p.147); Chadwick and Raver (2013, p.112) "Psychological capital construct or PsyCap, has been the subject of considerable theory and research over the past several years. It has been entered into the literature of organizational behavior, positive psychology, as a science of positive subjective experience, positive individual traits, and positive institutions promises to improve the quality of life and prevent the pathologies that arise when life is barren and meaningless." Consequently, PsyCap started to gain interest and attention in the western societies. Several researchers attempted to investigate the global and cross cultural applications of PsyCap, both conceptually and empirically (Youssef et.al., 2013; Vogelgesang et.al, 2014; Baron et.al. 2016). Research accumulated over the past decade has demonstrated according to Luthans et.al (2012, p.6); Carolyn et.al (2013, p.148); Dawkins et.al. (2013, p.350, 2015, p.215) and Wernsing (2014, p.182)) that "PsyCap is positively related to a variety of employee desirable attitudes and behaviors, and negatively related to a variety of undesirable organizational outcomes". There is now almost a decade of accumulated PsyCap research and studies. These research and studies can be classified into three main groups. The first group concentrated on developing the theoretical framework of psychological capital and its four positive resources, i.e., its conceptualization and measurements.

As for this group, the research revealed that PsyCap and its individual components are described as "state-like" (Avey et.al., 2010, p.19). This assertion has been debated in the broader coping and positive psychology literature. Moreover, social psychology research has predominately conceptualized these variables as dispositional (Combs et.al., 2012) especially optimism. Thus, "there is a disagreement and confusion regarding the broader psychological literature and it also exists in organizational behavior where PsyCap components report on-going debate to whether PsyCap and its components are "state" or "trait" like in nature" (Luthans and Avey, 2011, p.10; Cetin, 2011, p.376; Luthans et.al., 2012, p.6; Jafri, 2012, p.28; Peng et.al., 2013, p.122; Youssef and Luthans, 2013, p.150).

The second group focused on identifying factors that lead to or inhibit PsyCap formation as well as its role as a mediator. The research indicated that the most important antecedents of PsyCap are: supervisors support and abuse; organizational climate; working conditions; level of work – family balance; individual ethical identity; level of self-confidence and self – esteem; leadership style; cultural intelligence and ethnocentrism; organizational justice; and intrinsic motivation. (Mehrabi et.al, 2013; Wang et.al., 2014; Cheung et. al, 2011; Newman et.al., 2014; Wang et. al., 2014; Combs et.al., 2012; Liu, 2013; Dawkins et. al., 2013; Reichard et.al., 2014.

Finally, the third group of research tried to figure out the PsyCap outcomes, i.e., its consequences. Meanwhile, some of this research tried to investigate the impact of each of the four resources (factors or dimensions) of PsyCap on the employee attitudes and behaviors, while the others tried to examine the impact of the higher – order construct (i.e. the core construct) on the employee attitudes and behaviors. For example, research of Avey et.al. (2013, p.435); Cheung et.al. (2011, p.350); Lehoczky (2013, p.30) indicated that "each of the four dimensions of PsyCap (i.e. hope, optimism, resilience, and self-efficacy) is negatively correlated with employee absenteeism and the intention to leave and positively correlated with the employee performance, commitment, satisfaction, creativity and positive well-being". As for the impact of the higher construct (i.e. the core construct), the accumulated findings from researches done by: Cheung et.al (2011, p.351); Ardichvili et.al. (2011, p.154); Kenko and Haapanen (2013); Avey et. al. (2010, p.20, 2013, p.435); Lehoczky (2013, p.30); Youssef et. al. (2013, p.137); Vogelgesang et.al (2014, p.167); Norman et.al (2014, p.122); Carolyn et.al (2013, p.150); Luthans (2012, p.5); Karatepe and Karadas (2014, p.135); Abbas et.al. (2013, p.305); Bitmis and Ergeneli (2013); Bitmis et. al. (2015, p.365); Badran et.al. (2015, p.360) and Ziyae et. al.(2015, p.7) – revealed that "PsyCap is positively correlated with the employee desirable attitudes and behaviors such as : organizational commitment; work and job engagement; creativity and innovation; career development and success; positive well-being; work and job satisfaction; life satisfaction; organizational justice; motivation; productivity; problem solving; meaning at work; extra- role behavior; job embedding; level of self-competence and confidence; self-determination; earning good salary and wages; organizational identity; and career satisfaction". But on the other hand, they indicated that "PsyCap is negatively correlated with some of the employee attitudes and behaviors such as: work burnout; occupational and job stress; workplace deviance; intention to leave or to quit the job and organization; humors; search behavior; absenteeism; alienation; anxiety and tension and cynicism". Meanwhile, through the review of these researches, the researcher notice that most of them were done in the western societies and most of their application areas were in the industrial and business organizations. This means that there is scarcity regarding this point of research in the under-developed countries and in the service areas. Therefore, the focus of this research will be on studying the influence of PsyCap on the nurses' attitudes and behaviors in Egypt.

3. Research Problem

The people healthy and the healthcare sector is considered vital and very important for all countries all over the world. In Egypt, this sector faced many challenges and was deteriorated in the last five years due to many different factors. The success of this sector in any country mainly depends on the availability of: efficient and highly qualified nurses; highly qualified physical doctors in different specializations; and the efficient financial, materialistic and technological resources.

In addition, despite the very difficult economic, geopolitical and social challenges that occurred in the last five years in Egypt and other surrounding Arabic area after what called "the spring revolutions", there is considerable scientific evidence of the value of positive mind-set and positive beliefs in one's relationships, well-being and work (Badran, 2015). The same has been true of the positive approach to the workplace in the form of what has been termed "positive organizational behavior" that focuses on the application of positively oriented human resource strengths and psychological capacities that contribute to organizational outcomes such as the employees' attitudes and behaviors." (Avey et.al., 2011, p.130).

Therefore, this research will concentrate on *studying and analyzing the impact of psychological capital on the Egyptian employees' attitudes and behaviors in one of the most important sector nowadays, i.e., the healthcare sector. More specifically, its focus will be on figuring out the impact of positive psychological capital on the nurses' - who are working in two of educational hospital at Cairo University- attitudes and behaviors.*

In other words, the problem of this research can be expressed in the following questions:

- What are the expected relationships between the nurses' psychological capital and their desirable attitudes and behaviors?
- What are the expected relationships between the nurses' psychological capital and their undesirable attitudes and behaviors?
- What are the coefficients of determination (R^2) of the main psychological capital components (resources) and the nurses' desirable and undesirable attitudes and behaviors?
- What the responsible people in these two educational hospitals can do to enhance the nurses' positive psychological capital and to eliminate the undesirable attitudes and behaviors?

4. Research Objectives

This research aimed at:

- Exploring, through the literature survey, what do we mean by psychological capital, its main resources, and what is the difference between it and what called " human capital " and " social capital".
- Identifying the main components (resources) of psychological capital (i.e. hope, optimism, resilience and self-efficacy).
- Investigating the relationships between the nurses' positive psychological capital and their desirable and undesirable attitudes and behaviors.
- Providing some suggestions and recommendations for the responsible people in these two educational hospitals that can help them in developing the appropriate policies and establishing the appropriate programs for enhancing the positive psychological capital for the nurses in order to increase the desirable attitudes and behaviors and to eliminate the undesirable ones.

5. Research Importance

The importance of this research springs from its contributions to human resource management and organizational behavior fields as it:

- Can be considered an attempt to extend the boundaries of positive psychological capital to different culture, i.e. to Egypt as one of the African countries, as most the done research in this area was in the western societies.
- Will improve our understanding regarding the real impact of the psychological capital and its main resources on the nurses' attitudes and behaviors. This will give the management in those hospitals a practical tools and evidences for achieving more effective and efficient utilization of their available nurses.
- Will hold important implications for both theory and practice as it extends PsyCap research into a new organizational setting, i.e. the health care sector represented by two educational hospitals at Cairo University, Egypt.
- Will provide some recommendations and suggestions for the key personnel in those educational hospitals on how they can enhance the positive psychological capital for their human element (i.e. physical doctors and nurses, the dimensions in the healthcare sector). This, in turn, will help in enhancing their desirable attitudes and behaviors (such as: organizational commitment and organizational citizenship behavior) and in eliminating the undesirable ones (such as: the intention to leave and the counter-productive work behavior).

6. Research Model

Based on the research problem, objectives, and importance, the relationships between the psychological capital components and the desirable and undesirable employee attitudes and behaviors can be illustrated in the following figure (1).

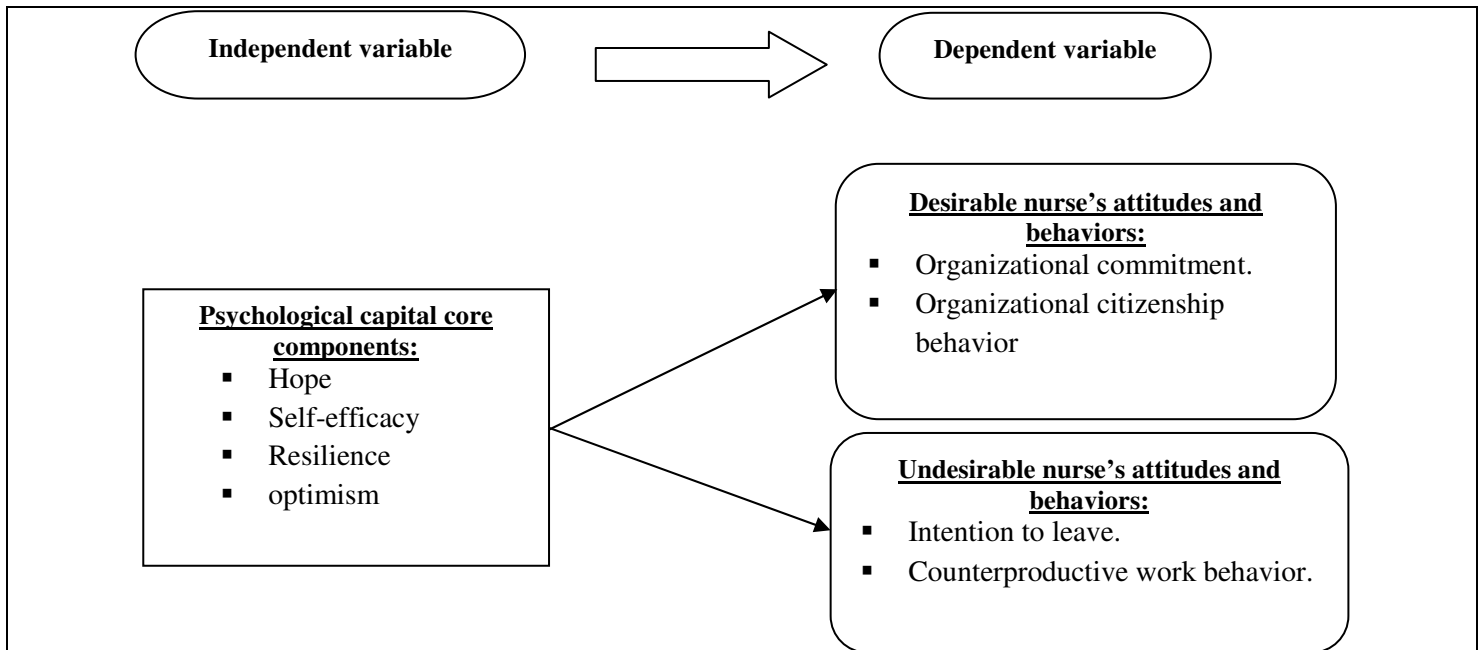


Figure 1: The relationships between PsyCap and employee attitudes and Behaviors

7. Research Hypotheses

In order to test the proposed research model, the researcher developed the following hypotheses. The developed hypotheses consist of two major hypotheses and four sub-hypotheses as follow:

- H1: Psychological capital is expected to be positively, strongly and significantly related to the desirable nurses' attitudes and behaviours.
- H1a: Psychological capital is expected to be positively, strongly and significantly related to organizational commitment.

- H1b: Psychological capital is expected to be positively, strongly and significantly related to organizational citizenship behaviour.
- H2: Psychological capital is expected to be negatively, strongly and significantly related to the undesirable nurses' attitudes and behaviours.
- H2a: Psychological capital is expected to be negatively, strongly and significantly related to the intention to leave.
- H2b: Psychological capital is expected to be negatively, strongly and significantly related to the counter-productive work behaviour.

8. Research Variables' Definitions and Measurements

8.1. The Psychological Capital (PsyCap)

Psychological capital construct or PsyCap, has been the subject of considerable theory and research over the past several years. PsyCap has been conceptually defined by Luthans and his colleagues (Luthans, 2012, p.7; Luthans et.al., 2011, p.10; Luthans et.al., 2012, p.255; Avey et.al., 2010, p.20; Wang et.al., 2014, p.15) as " an individual positive psychological state of development that is characterized by : having confidence (self-efficacy)to take on and put in the necessary effort to succeed at challenging tasks; making a positive attribution (optimism) about succeeding now and in the future; persevering toward goal and, when necessary, redirecting paths to goals (hope) in order to succeed, and when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success".

According to Luthans et.al. (2007, p.3) PsyCap is "considered a second – order factor comprised of the shared variance between the four-recognized positive psychological resources of hope, optimism, self-efficacy, and resilience". According to them, "each of these positive constructs meet the criteria for PsyCap of being grounded in theory and research with valid measures, being state-like and open to development, and having a positive impact on employees' attitudes and behaviors". These positive psychological resources can be defined as follow:

8.1.1. Hope

Is defined according to Roche et al. (2014, p.480) as "a positive motivational state that is based on interacting derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals)." According to Sun et al. (2012, p.70) "agency represents the "willpower" and determination to achieve goals, while pathways represent the "way-power" or ability to generate alternative ways to overcome obstacles".

8.1.2. Self-Efficacy

According to Luthans (2012, p.6) self-efficacy "Is one's conviction (or confidence) about his/her abilities to mobilize the motivation, cognitive resources, and course of action needed to successfully execute a specific task within a given context."

8.1.3. Resilience

"Is the capacity to rebound or bounce back from adversity, conflict, failure or even positive events progress and increased responsibility." (Luthans, 2012, p.702). In other words, resilience according to the later "means the ability to make a successful comeback after being assailed by problems or unexpected barriers to success. Virtually all individuals at some point in their careers might expect some setbacks not consistent with their hopes and desires. Resilience represents the extent to which those individuals are able to regroup and make another assault on their goals with a realistic chance of success." However, according to (Avey et.al, 2011, p.130) "resilience is not similar to hardness, as hardness can be considered as a pathway to resilience and it enhances resilience in a wide range of stressful circumstances."

8.1.4. Optimism

According to Carolyn et.al. (2013, p.151) optimism "is a positive expectation open to development and an explanatory attribution style interpreting negative events as external, temporary and situation specific, and positive events as having opposite causes." According to them, "optimism is particularly relevant for maintaining a positive outlook in a predominantly negative environment through buffering the impact of positive events."

Meanwhile, the psychological capital in this study will be measured by the PsyCap scale developed by Luthans et. al. (2012). It consists of 24 items self-reported scale that includes four dimensions, namely: hope, optimism, self-efficacy and resiliency. The scale includes six (6) items for each of the four dimensions. The items are designed on 5 point Likert type scale in which "5"=strongly agree and "1"= strongly disagree and the scale score will be equal the sum of its items' scores.

8.2. Organizational Commitment (OC)

Organizational commitment according to Johns and Saks (2016, p.140) "is an attitude that reflects the strength of the linkage between the employees' and their organizations. It reflects the employees' intention to remain or to leave the organization." They have identified three different types of commitment:

8.2.1. Affective Commitment

"Refers to the commitment that based on the person's identification and involvement with an organization. People with high affective commitment will strongly stay with their organization because they "want to "".

8.2.2. Continuance Commitment

"Refers to the commitment that based on the cost that would be happened in leaving an organization. People with high continuance commitment will stay with their organization because they "have to "".

8.2.3. Normative Commitment

"Refers to the commitment that based on an ideology or a feeling of obligations to an organization. People with high normative commitment will stay with their organization because they think that they "should do so"".

Meanwhile, organizational commitment in this study will be measured by the scale developed by Meyer and Allen (2011). It comprises of 18 items and three dimensions namely: affective, continuance, and normative. All the items are rated on the Likert 5-point type scale where "5"= strongly agree to "1" = strongly disagree. The scale scores represent the sum of items scores with reverse coding of relevant items.

8.3. Organizational Citizenship Behavior (OCB)

According to Colquitt et.al. (2015, p.41) OCB refers to "the voluntary employee activities that may or may not be rewarded but that contribute to the organizational effectiveness by improving the overall quality of the setting in which work takes place". It may take different forms such as: helping behavior; offering assistance to others; conscientiousness to the details of work and being a good sport.

Meanwhile, OCB in this study will be measured by Van Dyne and Lepine (1998) scale that consists of ten items. It is designed to look at the main five components of organizational citizenship behavior. The scale used 5 point Likert type scale where "1"=strongly disagree to "5"= strongly agree. All the items are expressed in the positive direction and the scale scores represent the sum of items score.

8.4. The Intention to Leave (TO)

The intention to leave according to Johns and Saks (2016, p.151) "can be considered the most series form of physical withdrawal from the organization voluntarily." It will be assessed by three items scale that has been developed by Seashore et.al. (1982). The scale was designed according to the 5 point Likert type, where "5"= always and "1"= never.

All the items are expressed in the positive direction.

8.5. Counter-productive Work Behavior

"It refers to the employee behavior that intentionally hinders the organizational goals accomplishment." (Colquitt et.al. 2015, p.44). According to them the word "intentionally" is the key aspect, as these are things that employees mean to do, not things they accidentally do. There are many categories for it such as: property deviance; production deviance; political deviance and personal aggression. It can be considered as a voluntary behavior of organizational members that violates significant organizational norms, and in doing so, threatens the well-being of the organization and/ or its members.

The counterproductive work behavior in this study will be measured by using the scale developed by Kelloway et. al. (2002). It consists of 15 items that express the levels of counter-productive behavior. All the items are expressed in the positive direction. It is designed on 5 point Likert type scale, where "5"= strongly agree and "1"= strongly disagree.

9. Methodology

9.1. Questionnaire Design

The research is based on the selected random sample of nurses. The primary data are collected by using a questionnaire survey. The developed questionnaire consists of three sections. The **first** includes the scales items used for measuring the independent variable and its main constructs. The **second** includes the scales items used for measuring the dependent variables. Finally, the **third** section includes the items that are related to the demographic variables.

9.2. Research Population and Sample

The people healthy and the health care sector are considered vital and important for all countries all over the world. The success of this sector mainly depends on the availability of efficient, sufficient and qualified intellectual capital (nurses and physical doctors in all specializations); financial resources; and the materialistic/technological resources (buildings, machines /equipment and technology).

Accordingly, the research population consists of all the full-time qualified nurses and nurse's assistants who are working in two educational hospitals at Cairo University. A nominated survey coordinator at each hospital distributed the questionnaires to a selected sample of nurses. The researcher used a proportional stratified random sample. The sample size was equal 384 nurses. The questionnaires were distributed in the two hospitals selected around 6-10 departments and distributed around 15 questionnaires per department. The questionnaire includes a coverage page that explains the purposes of the study. Most questionnaires were distributed during the work day and night. The participants were told that they were engaging in a psychological investigation in which there were

no correct or incorrect answers. The received useable questionnaires were equal 375. This means that the rate of return was equal 97.6%.

The participants in the research comprised of **105** males (36%) and **270** (64%) females. The mean age was equal **29** years and those who are greater than the mean is equal **150** (40%) while those who are less than the mean is equal **220** (60%). Among the participants, **191**(51%) are unmarried, **173** (46%) have bachelor degree in nursing, and **161** (43%) have high school or diploma in nursing. In addition, **37** (10%) of them are head nurses, **56** (15%) supervisors, and finally **182** (75%) are working in non-administrative positions.

10. Results, Analysis and Discussion

10.1. Reliability and validity analysis

Although the researcher depends for measuring the research variables on reliable and widely valid common scales, the researcher tends to retest their reliability and validity again as they are used in different environment, area of study and culture. The obtained results from the developed tests are shown in table (1).

Scales	No. items	Validity	Reliability
-Psychological capital	24	0.94	0.89
-Hope	6	0.92	0.85
-Self-efficacy	6	0.95	0.90
-Optimism	6	0.96	0.92
-Resilience	6	0.89	0.79
-Organizational commitment	18	0.90	0.82
-Org. citizenship behavior	10	0.93	0.86
-Intention to leave	3	0.89	0.79
-Counter-productive behavior	15	0.90	0.81

Table 1: The reliability and validity coefficients of the study's scales

The results show acceptable reliability and validity coefficients for all the research scales. This means that all the used scales satisfy the basic requirements for developing the research.

10.2. Testing the Hypotheses

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1-PsyCap.	----								
PsyCap Resources:									
2- Hope.	0.562 ^{***}	-----							
3-Self-Efficacy.	0.535 ^{**}	0.431 ^{***}	-----						
4-Optimism.	0.563 ^{***}	0.462 ^{**}	0.351 [*]	-----					
5-Resilience.	0.421 ^{**}	0.430 ^{**}	0.422 ^{**}	0.411 ^{**}	-----				
6-Org.commitment.	0.677 ^{***}	0.550 ^{**}	0.582 ^{***}	0.521 ^{**}	0.622 ^{**}	----			
7-Intention to leave,	-0.584 ^{**}	-0.490 ^{**}	-0.562 ^{**}	-0.540 ^{**}	-0.550 [*]	-0.432 [*]	----		
8-OCB.	0.686 ^{***}	0.581 ^{***}	0.625 ^{***}	0.545 ^{**}	0.561 ^{**}	0.492 ^{**}	-0.433 [*]	-----	
9-Counter productive	-0.540 ^{**}	-0, 487 ^{**}	-0.582 ^{**}	-0.490 ^{**}	-0.581 [*]	-0.521 [*]	0.454 ^{**}	-0.482	----
Mean	3.95	3.82	3.56	3.79	3.72	3.64	3.40	3.25	3.42
SD.	0.45	0, 63	0.69	0.73	0.68	0.75	0.73	0.67	0.77

Table 2: Means, SD, and the correlations among the study variables

For testing the developed hypotheses, the researcher used Pearson Correlation technique to test the relationships between the independent variables (PsyCap and its main constructs) and the dependent variables (the desirable and undesirable attitude and behavior). The obtained results from the developed analysis are shown in table (2).

The results shown in table (2) indicate the following:

- First: All the research variables standard deviation is less than one. This means that there is high level of agreement among the nurses regarding all the research variables.
- Second: All the means for all the research variables are greater than three (which represents the anchor of all the used scales).
- Third: The correlation coefficients indicated the following:

(1) There is strong, positive and highly significant relationship between the psychological capital (PsyCap) and the nurses' desired attitude and behavior. The correlation coefficients (r's) for the relationships between PsyCap and organizational commitment was = 0.677 ($p < 0.001$) and between PsyCap and the organizational citizenship behavior was = 0.686 ($p < 0.001$). This means that there is strong support for the first major hypothesis (H1).

(2) There is strong, negative and highly significant relationship between the psychological capital (PsyCap) and the nurses' undesirable attitude and behavior. The correlation coefficients (r 's) for the relationships between PsyCap and the intention to leave was = -0.584 ($p < 0.01$), and between PsyCap and the counter productive work behavior was = -0.540 ($p < 0.01$).

✓ This means that there is strong support for the second major hypothesis (H2).

(3) There is strong, positive and significant relationship between each of the psychological capital resources (constructs) and the nurses desired attitude and behavior. This can be considered a strong support for the sub-hypotheses (H1a, H1b). The correlation coefficients (r 's) that represent these relationships are as follow:

- a) The correlation coefficient for the relationship between hope and the organizational commitment was = 0.550 ($p < 0.01$).
- b) The correlation coefficient for the relationship between hope and organizational citizenship behavior was 0.581 ($p < 0.001$).
- c) The correlation coefficient for the relationship between self-efficacy and organizational commitment was = 0.582 ($p < 0.001$).
- d) The correlation coefficient for the relationship between self- efficacy and organizational citizenship behavior = 0.625 ($p < 0.001$).
- e) The correlation coefficient for the relationship between optimism and organizational commitment was = 0.521 ($p < 0.01$).
- f) The correlation coefficient for the relationship between optimism and the organizational citizenship behavior was = 0.545 ($p < 0.01$).
- g) The correlation coefficient for the relationship between resilience and organizational commitment was = 0.622 ($p < 0.01$).
- h) The correlation coefficient for the relationship between resilience and the organizational citizenship behavior was = 0.561 ($p < 0.01$).

(4) There is strong, negative and significant relationship between each of the psychological capital resources (constructs) and the nurse's undesirable attitude and behavior. This can be considered a strong support for the sub-hypotheses (H2a, H2b). The correlation coefficients that represent these relationships are as follow:

- a) The correlation coefficient for the relationship between hope and the intention to leave was = -0.490 ($p < 0.01$).
- b) The correlation coefficient for the relationship between hope and the counter productive work behavior = -0.487 ($p < 0.01$).
- c) The correlation coefficient for the relationship between self- efficacy and the intention to leave was -0.562 ($p < 0.01$).
- d) The correlation coefficient for the relationship between the self-efficacy and the productive counter work behavior was = -0.587 ($p < 0.01$).
- e) The correlation coefficient for the relationship between optimism and the intention to leave was = -0.540 ($p < 0.01$).
- f) The correlation coefficient for the relationship between optimism and the counter productive work behavior was = -0.490 ($p < 0.01$).
- g) The correlation coefficient for the relationship between resilience and the intention to leave was = -0.550 ($p < 0.01$).
- h) The correlation coefficient for the relationship between resilience and the counter productive work behavior was = -0.581 ($p < 0.001$).

In addition to the usage of Pearson Correlation, and for more test for the relationship between the independent and dependent variables, Multiple Regression (stepwise method) is used to determine the coefficient of determination (R^2). The data in table (3) and table (4) show the multiple regression statistics. The results shown indicate that:

1. The standardized regression coefficients (Beta weights) for the four PsyCap constructs: hope; self-efficacy; optimism and resilience follow the patterns of the correlation coefficients (r 's) that have been previously reported in table (2).
2. Hope; self –efficacy; optimism and resilience operating jointly and explain 42.2% of the nurses' desirable attitude and behavior ($R^2 = 0.422$).

The results shown in table (3) indicated that P-value was =0.001 and $R^2 = 0.422$. This finding indicates that there is a significant relationship between the four-independent variable (PsyCap constructs) and the desirable attitude and behavior. The significant T-value shows that hope presents a significant relationship with the nurses' desirable attitude and behavior ($B = 0.550$, $p < 0.01$). Also, self-efficacy presents a significant relationship with nurses' desirable attitude and behavior ($B = 0.532$, $p < 0.001$). In addition, optimism presents a significant relationship with nurses' desirable attitude and behavior ($B = 0.528$, $p < 0.01$). Finally, resilience presents a significant relationship with nurses' desirable attitude and behavior ($B = 0.632$, $p < 0.001$).

3. The PsyCap constructs: hope; self-efficacy; optimism and resilience operating jointly and explain 35.4% of the nurses' undesirable attitude and behavior ($R^2 = 0.354$).

The results shown in table (4) indicated that P-value was = 0.001 and $R^2 = 0.354$. The findings indicate that there is a significant relationship between the four PsyCap constructs and the undesirable attitude and behavior. The significant T-value shows that: hope presents a significant relationship with the nurses' undesirable attitude and behavior ($B = -0.501$; $p < 0.05$). In addition, optimism presents a significant relationship with the nurses' undesirable attitude and behavior ($B = -0.495$; $p < 0.01$). Finally, resilience presents a significant relationship with the nurse's undesirable attitude and behavior ($B = -0.529$; $p < 0.001$).

Independent var. (PsyCap resources)	Standardized B	Unstandardized B	R	R ²	T	Sign.
Hope	0.550	0.570	0.630	0.396	7.170	0.01
Self-efficacy	0.532	0.571	0.621	0.384	7.211	0.001
Optimism	0.528	0.535	0.590	0.348	7.230	0.01
Resilience	0.615	0.632	0.650	0.422	8.330	0.001

Table 3: The Multiple Regression Statistics for the PsyCap resources affecting nurses' attitudes and behaviors
Total Model: $R = 0.650$; $R^2 = 0.422$; $Sign. = 0.001$

Independent var (PsyCap resources)	Standardized B	Unstandardized B	R	R ²	T	Sign.
Hope	-0.501	-0.490	0.580	0.336	7.50	0.05
Self-efficacy	-0.505	-0.510	0.610	0.372	7.40	0.001
Optimism	-0.495	-0.508	0.590	0.348	7.80	0.01
Resilience	-0.529	-0.520	0.601	0.361	8.10	0.001

Table 4: The Multiple Regression Statistics for the PsyCap resources affecting the nurses' undesirable attitude and behavior
Total Model: $R = 0.595$; $R^2 = 0.354$; $Sign. = 0.001$

11. Discussion

This research aimed at studying and analyzing the relationship between psychological capital and the nurses' attitudes and behaviors. The obtained results from the analyzed data revealed the following:

- First: There is strong and significant support for all the developed hypotheses (the two majors and the four sub-hypotheses).
- Second: Psychological capital has a synergistic impact, whereby the whole may be greater than the sum of its parts. This because psychological capital is a core construct of the positive organizational behaviour which focus on the positively oriented human resource strengths and psychological capacities that contribute to the organizational outcomes. It is purported that this impact occurs because psychological capital incorporates the coping mechanisms that the four individual components (hope; optimism; self-efficacy; and resilience) have in common.

- Third: The overall analysis suggests that the evidences support that psychological capital as a second- order core factor comprised of: hope, optimism, resilience and self- efficacy is strongly related to the nurses' attitudes and behaviours that are generally considered by human resource management desirable such as organizational commitment and organizational citizenship behaviour. The results also indicate that psychological capital is negatively and significantly related to the nurses' undesirable attitudes and behaviours such as the intention to leave (TO) and the counter- productive work behaviour. Meanwhile, these results are consistent with the findings of Avey et. et.al (2010); Ardichvili (2011); Cetin (2011) even their research settings were mainly developed in the western societies and their applications areas were in the industrial, banking and business organizations.

A primary explanatory mechanism for the general impact of psychological capital on the nurses' attitudes and behaviors is that those nurses who are higher in psychological capital expect good things to happen at their work in the hospital (optimism and hope) and more impervious to setbacks (resilience) when compared with those who are lower in psychological capital level. Given the general expectancy of success from optimism and beliefs in personal abilities derived from " self- efficacy", those nurses who were high in psychological capital reported more committed to their hospitals ($r = 0.677$, $p < 0.001$) because these hospitals (as a referent) fulfills their needs for efficacy and accomplishment. In addition, the results indicate that the nurses who have high level of psychological capital will exhibit more organizational citizenship behavior ($r = 0.686$, $p < 0.001$). This because, they:

(a) Utilize broader thought – action repertoires;

(b) Increase the potential for proactive extra-role behaviors such as sharing in the creative ideas.

The research results also revealed that the nurses who have high psychological capital are less likely to reach the counter – productive work behavior ($r = -0.540$, $p < 0.01$). This may be attributed to their higher level of resilience that enables them to effectively deal with the work stressors. This in turn, will help them in preventing any distress and frustration. In addition, their higher level of hope will enable them in developing different alternative pathways for overcoming their work obstacles.

Moreover, the research results revealed that psychological capital can play major role in preventing the negative thoughts that may induce the nurse's intention to leave their currently hospitals ($r = -0.584$, $p < 0.001$). This because, their high level of optimism regarding the future and their high confidence in their abilities to succeed in their current jobs will motivate them to take charge in their own destinies, engage the necessary efforts and resources and persevere in the face of obstacles, rather than become " quitters". Therefore, they will be more likely to succeed in their jobs because they are competent about the capabilities to create desirable work outcomes. The more positive outcomes nurses achieve, the more they will have a tendency to remain in their hospitals. Added to that, if they have any frustration due to their failure at work and who have high psychological capital level, they will develop optimistic expectations and recover as psychological capital leads to positive adaptability in the face of adversity rather than to inclination to leave hospitals.

- Forth: The correlation coefficients (r 's) and the weighted beta (B 's) that tried to express the relationship between the four constructs (resources) of psychological capital and the nurses' desirable and undesirable attitudes and behaviours indicated that : Self-efficacy, resilience and hope are playing an effective role in enhancing the nurses desirable attitudes and behaviours and in eliminating the undesirable ones(their representative r 's and B 's that are shown in tables (2), (3), (4) are relatively high). This can be attributed to the following:

(a) Self- efficacy can be considered the way to determine personal capacities, cognitive resources and actions in order to reach the future stated objectives and goals. This in turn, can give the nurses more confidence regarding their success in charging their own career development. Consequently, they will be more likely to help, cooperate with others, stay and to be committed to their currently hospitals.

(b) Resilience can help the nurses in overcoming the frequently encountered setbacks and viewing them as good opportunities for achieving more learning and growth. Therefore, their intention to leave and counter-productive work are going to be eliminated.

(c) Hope can enhance the nurses' creativity, innovation and motivation for finding productive, effective and efficient ways to overcome any work obstacles. This in turn, will help in mitigating the prevalent " brain drain" that face many of the Egyptian governmental hospitals.

12. Conclusion and Recommendations

12.1. Conclusion

Based on the analysis of the collected data from 275 nurses who are working in two educational hospital at Cairo University, the obtained results revealed that: (a) psychological capital is strongly, positively and significantly related to the organizational commitment and organizational citizenship behavior; (b) psychological capital is strongly, negatively and significantly related to the intention to leave and the counter- productive work behavior; (c) all the psychological capital's resources have strong impact on enhancing the nurses' desirable attitudes and behaviors and on eliminating the undesirable attitudes and behaviors. However, self-efficacy, resilience and hope were the strongest ones. Meanwhile, it is important to note that the nurses' level of psychological capital may rise or fall over time because the individual's components of psychological capital work together synergistically and they may vary from time to time according to the existing climate in the hospitals.

12.2. Research Recommendations

Psychological capital can be considered as invaluable resource for the Egyptian nurses as:

(a) PsyCap's positive appraisals and success expectancies can help in sustaining the motivation, effort and perseverance necessary for pursuing the challenging goals nurses in almost every domain of their life. This because, the high level of nurses' PsyCap will enhance their desirable attitudes and behaviors in their hospitals.

(b) The strong and significant relationship between the nurses' PsyCap and their attitudes and behaviors can be considered an instrument in facilitating any positive change in the hospitals systems which these hospitals are currently undergoing.

(c) The PsyCap's resources are highly helpful and relevant for the whole Egyptian workforce. For example, the hope pathways can enhance creativity, innovation and motivation especially among nurses as they are currently working in unacceptable environment. This hope will help them to find productive ways to overcome obstacles, and decrease their intention to leave their hospitals. Also, self-efficacy can give the Egyptian nurses the confidence that they can successfully take change of their own career development, pursuing much needed educational and training opportunity. In addition, resilience can help them overcoming the frequently encountered setbacks and optimism can help them in maintaining a positive outlook and take credit for their successful accomplishments.

(d) PsyCap can provide the responsible people in hospitals with the means to develop their existing employees' agentic desire to succeed and motivation to invest the effort and perseverance that are necessary to achieve personal, career and organizational goals.

(e) PsyCap can significantly contribute to nurse's job satisfaction through enhancing their appraisals of their jobs, responsibilities and achievements.

13. Research Limitations and Future Research

The contributions of this research should be interpreted in light of its limitations. The first, pertains to the potential common method variance problem because the data about the dependent and the independent variables were collected simultaneously from the same sample of nurses who are working in the two educational hospitals at Cairo university. The second, is related to the cross –sectional nature of the research design because the outcome variables might change as everything change except the change, especially most of the outcome variables are related to the nurses' attitudes and behaviors. Thus, no definitive statements can be made about causal relationships between the PsyCap and any of the desirable or undesirable attitudes and behaviors. Finally, while this research was carried in Egypt (on a sample of nurses working in two educational hospitals at Cairo university) and it contributes to our understanding of PsyCap's contextual applicability, the generalizability of its findings and its implications to other cultural contexts may be questionable. Therefore, more future research is needed in different cultural context and in different applications areas and different generations in order to replicate the findings in the diverse cultures. Also, further research is needed to explore the applications of PsyCap to different contexts in order to determine the transferability of PsyCap effects to other organizational contexts. In addition, further research is needed for studying the impact of PsyCap on employees' attitudes and behaviors on collective (team) level as most of the done research were on the individual level.

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