

Original Research Article

Psychological Capital and its Impact on Organizational Citizenship: An Exploratory Study of the Opinions of a Sample of Employees at the General Company for Glass and Refractory Manufacturing

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Abstract: The purpose of the study was to determine how psychological capital affected the organizational citizenship behaviors and aspects of the General Company for Glass and Refractory Manufacturing's workforce. The research problem revealed a lack of understanding on the significance of using psychological capital in its dimensions, (self-efficacy, hope, optimism, flexibility). In building and strengthening organizational citizenship in its dimensions (altruism, sportsmanship, conscientiousness, and urban behavior). **Theoretical framework:** The research presented a theoretical presentation of the implications of the research variables, ideas and their dimensions as expressed in previous studies. The research also systematically organized the primary research hypothesis, which assumes the existence of a significant influence of psychological capital on corporate citizenship behavior, from which the research hypothesis model yielded a number of sub-hypotheses. **Design/methodology/approach:** Through a survey of sample perspectives regarding organizational citizenship and psychological capital, the descriptive analytical approach was chosen. The questionnaire was used to gather and examine data in order to frame the scientific component of the study. Thirty surveys were given out. It was fully recovered, meaning that the thirty surveys that made up the research's final sample were recovered. The (spss) package, which represents the last sample of employees at the General Company for Glass and Refractories Manufacturing, was also used to analyse the field portion of the study. **The research:** reached several conclusions, the most important of which is the existence of a correlation between psychological capital, organizational citizenship, and the company's need for organizational citizenship. **Originality/Value:** This study represents a distinctive scientific contribution that urges officials in public organizations should priorities organizational citizenship and psychological capital in order to improve overall performance and foster a happy, productive workplace. **Keywords:** Psychological capital, organizational citizenship, General Company for Glass and Refractory Manufacturing.

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INTRODUCTION

As a result of rapid environmental developments significant modifications at the economic and technological levels, along with the severity of competition by organizations that do not follow a single approach, but rather are constantly changing their strategic and tactical plans. This required organizations, if they wanted to remain in the fields of competition, should focus on the human element, given that it is the cornerstone of an organization's supremacy. Businesses, especially those in the industrial sector, try to consider the psychological component. of human resources by adopting the notion of psychological capital because human resources are the basis of an organization's

existence and growth. It is regarded as one of the key ideas in positive psychology and a crucial aspect of human resources. By focusing on the psychological side, people will create voluntary future conduct by use of the concept of organizational citizenship. This study aimed to address the problem of clarifying the relationship and influence between psychological capital and organizational citizenship in order to determine whether organizational citizenship enhances the organization's overall performance. What is the ability of the General Company for the Glass and Refractories Manufacturing Company to build psychological relationships and work networks that have the ability to solve the problem and set a set of goals sought by research and identification as you are aware, the indexing system requires that the

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search be downloaded into the container. What is the duration required for this process?

LITERATURE REVIEW

A: psychological capital

First: The concept of psychological capital

The concept of psychological capital is considered one of the relatively recent concepts within the framework of the approach to positive organizational behavior. The term psychological capital began to appear for the first time in (1997) in some documents and economic and social sciences, based on the study of self-esteem conducted by (Darity & Rosen). They are scholars in psychology, but the actual beginning of using the concept of psychological capital began at the beginning of the twenty-first century, when researcher Seligman (2002) called for a shift from the traditional approach to studying the psychological aspects of workers, which focuses on studying aspects of weakness and dysfunction, to focusing on the positive aspects. Associated with positive psychology (Al-Kubaisi & Mahmoud, 2023: 3) Recently, research has turned to an interest in studying the positive and negative aspects of the psychological needs of employees in organizations and the subsequent influential results in the work of the organization. Among these interests, interest has emerged in the issue of psychological capital as it is the supreme guide to positive construction within the organization (Abbas & Raja, 2011: 7). Psychological capital is defined as a structure that includes positive results at the personal and organizational levels and improves performance (Issa & Fawzi, 2022: 191).

Second: The importance of capital for myself

The significance of psychological capital draws attention to the potential outcomes of this factor, which may be assessed from both an organizational and individual perspective.

A- The individual aspect: The awareness that psychological capital plays a crucial role in helping working people achieve high levels of initiative, self-commitment, and morale at work, as well as stability and absence, job satisfaction, and optimistic outlook for teaming (Al-Shamaa, 2016: 42).

B- The organization's side: It is represented by achieving organizational efficiency, organizational confidence, and organizational creativity and enhancing organizational strength (Abdullah, 2021: 170).

Third: Characteristics of psychological capital

It is possible to list the most crucial aspects of psychological capital, which were described by (Issa & Fawzi, 2022: 194) (Mohamed & Bashir, 2022: 9):

- 1- Psychological capital is characterized by the ability to be measured and developed.
- 2- It is a multi-dimensional construct, not a single dimension, as it consists of (self-efficacy, hope, optimism, flexibility).

- 3- Psychological capital is considered one of the determinants of performance.
- 4- Multiple levels of analysis, as psychological capital can be addressed at the individual or group level, as well as at the organization level.

As (Ahmed & Ali, 2023: 322) indicated that the characteristics of psychological capital are: -

- 1- Psychological capital is a positive condition for the growth of individuals.
- 2- Psychological capital generates optimism for success now and in the future.
- 3- Prosperity and self-satisfaction are directly and favourably impacted.

Fourth: Dimensions of psychological capital

- 1- 1-Self-efficacy: It is the confidence available to an individual that is characterized by the ability to mobilize the motivations, resources, or courses of action necessary to successfully implement a specific task within a specific cognitive context. (Al-Fatlawi, 2017: 12) Self-efficacy refers to the presence of confidence to invest the effort necessary to succeed in difficult tasks (Ali, 2012: 10)
- 2- 2-Hope: - This dimension refers to the extent of the ability and desire of individuals to achieve the organization's goals, taking into account the ability to direct the paths available to achieve those goals (Al-Sayed & Genena, 2021: 253). Hope was described as the positive cognitive orientation that gives a feeling of strong motivation for success (Hussein, 2023: 79)
- 3- 3-Optimism: Optimistic individuals are defined as those who adopt stable and comprehensive internal characteristics regarding positive events (for example, achieving goals), but negative events are attributed as external and temporary, that is, unstable and limited (Al-Saadoun, 2018: 80).
- 4- Resilience: It is the ability to return to a normal state or cohesion due to difficult circumstances, for example conflicts, failure, contraction, and sometimes even positive events such as promotion and increased responsibility. Flexibility enables individuals to adapt to change and maintain emotional stability when facing difficult circumstances (Al-Saadoun, 2018: 82).

B: The second topic Organizational citizenship

First: The concept of organizational citizenship

Citizenship behaviors are defined as individual behaviors of a voluntary nature, away from the influence of the official system, and contribute directly or indirectly to the functional effectiveness of the institution (Laila & Issa, 2022: 197) Organizational citizenship behavior is voluntary behavior that emanates from the individual and does not fall within the requirements of official work, but it brings interests and benefits to the

organization that transcend individual interest (Shawshi & Khalouf, 2023: 477). It is a work-related activity that employees perform voluntarily and increases organizational efficiency, and this activity is considered outside the activities. Official documents recorded in job description cards (Haddah & Al-Amin, 2021: 248)

Second: The importance of organizational citizenship

Organizational citizenship has been a topic of importance over the past decades because of its clear effects on the organization's achievement of its goals and its continuity in light of the competitive environment. There is no doubt that interest in it and the factors influencing and being affected by it is not the result of a vacuum, but rather is the result of the importance of this behavior and its impact in many aspects. For example, job happiness, perceived fairness, absenteeism, work turnover, organizational trust, organizational effectiveness, performance evaluation, and organizational commitment (Adwan, 2022: 38). Studying organizational citizenship behavior is important because it helps employees in different departments and sections manage their relationships with one another, which improves the organization's overall performance and increases the volume of outputs produced. (Al-Jedadi, 2022: 86).

Third: Characteristics of organizational citizenship

The characteristics of organizational citizenship vary between voluntarism and lack of connection to the formal rewards system, as well as organizational contribution. It can be characterized by the following characteristics, which were explained by: (Muhammad & Bashir, 2022: 11) (Al-Jaddadi, 2020: 85-86)

- 1- It is considered individual behavior that stems from self-initiative and is subject to self-will.
- 2- This behavior contributes to increasing the effectiveness of the organization and improving job performance, and it also contributes to achieving the overall goals.
- 3- He is not rewarded through the organization's official incentive systems.
- 4- Voluntary, optional behavior that is not binding on the individual, as it is not stipulated within the individual's job duties and burdens, but rather depends on the individual's initiative and is subject to his desire and free management.

Fourth: Dimensions of organizational citizenship

- 1- Altruism is the voluntary act of a person helping his coworkers with their work-related issues, teaching new hires better techniques and ways to do their responsibilities and helping coworkers finish their cumulative workload. (Al-Jaddadi, 2022: 91).
- 2- Sportsmanship: It shows how much a person can put up with short-term or little personal issues without griping, being rejected, or

anything similar, and uses that energy to get the job done. (Muhammad & Bashir, 2022: 14)

- 3- Conscientiousness: This component denotes work conduct that surpasses the formally established organizational commitment thresholds. It also involves the employee's desire to make the most of his working hours and degree of autonomy while abiding by labor laws and regulations. Even in the absence of a supervisor, this component also refers to the employee's self-existing condition, which is their voluntary acceptance of the organization's policies and procedures. (Ahmed, 2021: 11).
- 4- Civilised behavior is defined as responsible and constructive involvement in the management of the organization and care for its future through reading the organization's announcements and memos, attending significant informal meetings, maintaining change, and carrying out tasks in a way that upholds the organization's reputation (Al-Sayyid & Al-Farjani, 2022: 266).

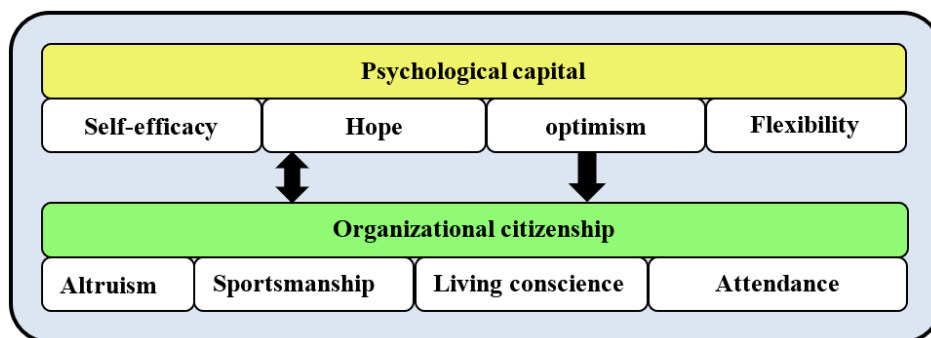
Numerous research have examined psychological capital and how it relates to general organizational human resource practices. The study by Al-Shamaa (2016) titled "The reflection of positive psychological capital in the development of employees through the achievement motive" is the most well-known study that converged with the current research. It was carried out as a field investigation into a sample of issues facing the Ministry of Construction and Housing. This study aimed to diagnose and analyses the formula of the variables and their dimensions, as well as determine the role of capital in fostering administrative behavior through the achievement incentive. The research community was companies affiliated with the Iraqi Ministry of Construction and Housing in Baghdad. A questionnaire was distributed to 190 individuals working at the middle management level (department manager, division head). The most prominent results reached by the research were the positive acceptance of the individuals in the research sample towards the variable of positive psychological capital through their awareness of self-efficacy and their possession of a spirit of interaction and hope and their possession of flexibility and sufficient ability to keep up with reality and adapt to it. Attention must be paid to the creative aspect and the creative abilities of the individuals involved in the research must be enhanced, and they must be urged and encouraged to develop relationships with experts and specialists from other companies.

Also, the study of (Al-Kubaisi & Mahmoud, 2023) (Psychological capital in building mental alertness) is an analytical study of the opinions of a sample of the academic staff in the presidency of Fallujah University, which aimed to identify the importance of the role played by psychological capital in strengthening and building mental alertness among a sample of the leadership staff in the presidency of

Fallujah University. The study community was the working staff in the presidency of Fallujah University. The descriptive analytical approach was adopted by surveying the opinions of the research sample regarding both psychological capital and mental alertness. In order to frame the scientific aspect of the research, the questionnaire was relied upon to collect and analyze data, as (63) questionnaires were distributed, but the correct response was (50) questionnaires. The field aspect was also analyzed through the statistical package (SPSS). The research concluded that there is a significant

correlation between psychological capital and mental alertness in the university under study. The most important recommendations are the necessity of interest in the university in psychological capital by giving the opportunity to the academic staff to participate in training courses and activities that help raise the level of capital.

Clarifying these variables according to the hypotheses diagram in Figure 1 is necessary to integrate them with the research issue, objectives and importance.



Source: Prepared by the researcher

RESEARCH METHODOLOGY AND PREVIOUS STUDIES

The first section: Research Methodology

First: The Research Problem

The development of administrative thought related to human resources management in the current century has resulted in a number of issues imposed by the work environment characterized by competition and environmental uncertainty. Which requires human resources that require psychological and material capabilities at a high level of interest, and the most prominent topics that have received attention in light of these developments are (psychological capital and organizational citizenship). Despite the research efforts to explain these topics, there is a need for more research and investigation into them, especially in the Iraqi business environment. Therefore, administrative thought sought to adopt topics that are more vital and useful to organizations.

Including topics that fall within the field of positive organizational behavior, since human resources are the most valuable resource for the success of companies and organizations, especially industrial companies. Therefore, organizations and all sectors and individuals that seek to grow and survive in light of the current highly changing environment and in order to achieve organizational citizenship must pay attention to the psychological aspect as a priority for organizational leaders by adopting the concept of psychological capital with its dimensions (self-efficacy, hope, optimism, flexibility From a field perspective), the problem of the current research is evident through extrapolating the current reality of data from industrial organizations,

including (the General Company for Glass and Refractory Manufacturing). Especially after the decline in the production level of the company's factories in general, and the semi-cessation of some of its production or the complete cessation of others. In light of these aforementioned facts, the researcher sees the necessity of striving and activating the psychological aspect in the General Company for Glass and Refractory the General Company for Glass and Refractory Manufacturing by recognizing the significance of psychological capital in its various aspects (self-efficacy, hope, optimism, and flexibility) and the degree to which it influences organizational citizenship.

Thus, the features of the field problem become clear through its impact on the following questions

- 1- What is the level of psychological capital and its dimensions in the General Company for Glass and Refractories Industry?
- 2- What is the level of organizational citizenship and its dimensions in the General Company for Refractory Glass Manufacturing?
- 3- What is the nature of the relationship between psychological capital and organizational citizenship in the General Company for the Glass and Refractories Industry?
- 4- What is the nature of the impact of psychological capital on organizational citizenship in the General Company for the Glass and Refractories Industry?

Second: The importance of research

The importance of the current research is highlighted because it focused on dealing with the human

element in organizations, represented by employees and managers, and focusing on their psychological aspect.

Organizational citizenship behavior increases the performance of individuals when dealing with situations in which the employee is exposed to pressure, and this helps to motivate and demonstrate all the abilities and capabilities that he possesses. Through this, the importance of the research can be divided into scientific and theoretical importance

Scientific importance

- 1- Shedding light on psychological capital and organizational citizenship, as this simple research is an addition to previous studies.
- 2- Benefiting from the results of the current study in the event that a positive effect of psychological capital on organizational citizenship appears in the General Company for Glass and Refractories Industry 2-Theoretical importance:
- 3- Psychological capital and organizational citizenship among functional cadres still require further studies and research in Iraqi industrial organizations.

Theoretical importance:

- 1- Psychological capital and organizational citizenship among functional cadres still need more studies and research in Iraqi industrial organizations.
- 2- Identifying the importance of psychological capital because it is a major factor that helps and

contributes to improving the health of employees in the organization, reducing stress, increasing their creativity, and improving the level of employee performance.

Third: Research objectives:

The current research aims to achieve several goals:

- 1- Building a cognitive framework for the research variables (psychological capital, organizational citizenship)
- 2- Diagnosing the level of psychological capital and its dimensions in the General Company for the Glass and Refractories Industry.
- 3- Diagnosing the reality level of organizational citizenship and its dimensions in the General Company for Glass and Refractory Manufacturing.

Practical aspect of research

The purpose of analyzing the data collected through the use of the questionnaire is to show the levels of responses of the research sample members with regard to the research variables, and to achieve this purpose, appropriate statistical tools were used such as (frequencies, percentages, arithmetic means, and standard deviations). Therefore, the researchers distributed (30) questionnaires in a random manner to the community, and they were fully recovered, that is, (30) questionnaires. Thus, the questionnaires suitable for statistical analysis became a total of (30) questionnaires, and the characteristics of the individuals in the sample unit were described and diagnosed, as their results are shown in Table No. (1).

Table 1: Characteristics of the research sample

Gender							
male				feminine			
Repetition		Ratio		Repetition		Ratio	
26		74.29%		9		25.71%	
The age							
30 years or less		40 – 31from		50 – 41from		51 years and over	
Repetition		Ratio		Repetition		Ratio	
8		22.86%		0		0.00%	
22		62.86%		5		14.29%	
Job position							
Head of department				Division official		employee	
Repetition		Ratio		Repetition		Ratio	
4		11.43%		3		8.57%	
28		80.00%					
Academic achievement							
Bachelor's		diploma		Preparatory school		Medium	
Repetition		Ratio		Repetition		Ratio	
20		57.14%		4		11.43%	
8		22.86%		3		8.57%	
Years of service							
10 – 5from		15 – 10		25 - 15		years and over 25	
Repetition		Ratio		Repetition		Ratio	
5		14.29%		0		0.00%	
20		57.14%		10		28.57%	

Source: Prepared by the two researchers based on the research results

We note from the results of Table (1) that the male category constituted a larger percentage of females

at a rate of (74.29%), while the percentage of females constituted (25.71%). This indicates that the percentage

of males is greater than the percentage of females in the research population.

As for age, the largest percentage was from the age group (41-50 years) with a rate of (62.86%). As for the second age group, it was the group (30 years and younger) with a rate of (22.86%).

The age group (51 years and over) comes with a percentage of (14.29%), followed by the job position (employee) with a percentage of (80%), and this indicates that most of them are employees. In terms of job position, the position (head of department) obtained (11.43%), which is the highest percentage of the rest in terms of educational attainment, the percentage of educational attainment in middle school received (22.86%), which is the highest percentage of the rest of the levels, while the percentage of educational attainment was diploma at (11.43%), and then the last educational attainment (intermediate) rate was (8.57%). In terms of the number of years of service, we see that those with years of service (15-25) constitute approximately (57.14%), followed by years of service (more than 25) with a percentage of (28.57%) of the sample's members. This is an indication that it retains its individuals who have years A lot of service.

Description and diagnosis of research variables

In light of the sampling unit's response to the population, the arithmetic mean and standard deviation

of those answers will be relied upon. Because this research relied on the five-point Likert scale in the research sample's answers to the questionnaire,

The level of each variable will be limited to between (1-5) with three levels, and Table (2) shows this, and it includes three levels at the hypothetical mean of (3).

Table 2: Weighted averages of the research sample's answers

Weighted average	Evaluation level
From 1 to 2.33	low
From- 2.34 less than 3.67	middle
From 3.67 – up to 5	high

Based on an analysis of the study community members' responses to the questionnaire, the following conclusions were drawn about the variables and their responses.

Initially: An explanation and assessment of psychological capital.

Questions 1–16, each with two sections that start with 1–16, were used to measure this variable. The views of the research sample and the degree of its diagnosis in the study population provide the answers to the paragraphs of those aspects. Table No. (3) shows this:

Table No. 3: Results of describing and diagnosing psychological capital

	The content of the paragraph	Arithmetic mean	Standard deviation
	Self-efficacy		
1	Employees have the ability and high self-confidence to work under pressure and difficult circumstances	4.42	0.70
2	Employees feel that they have high confidence in their abilities to achieve their work goals	4.19	0.61
3	Employees feel that they have high confidence in their abilities to achieve their work goals	4.30	0.58
4	Employees in the organization have confidence in themselves when presenting their ideas to leaders.	4.51	0.59
	Hope		
5	Employees feel happy to belong to this organization.	4.55	0.66
6	Employees in the organization seek to achieve their work goals	4.51	0.61
7	The organization's management views employees as people who are successful in performing their work.	4.31	0.63
8	Employees in the organization develop many alternatives and scenarios to achieve their work goals.	4.36	0.54
	Optimism		
9	Employees feel optimistic about future events at work	4.51	0.53
10	Employees in the organization believe that every problem has a solution	4.51	0.56
11	Employees embrace the wisdom that mistakes are normal at work	4.51	0.59
12	Employees evaluate themselves as successful at their work	4.34	0.64
	Flexibility		
13	Employees have the resilience to recover from work shocks	4.37	0.69
14	The ability to deal positively with employee behaviors, especially negative behaviors.	4.31	0.61
15	Employees have the ability to deal with difficult situations in different ways.	4.48	0.56
16	Employees tend to complete stressful tasks step by step.	4.39	0.60
	Total for variable	4.41	0.61

Source: Prepared by the researchers based on the research results

According to the results displayed in Table (3), this variable was assessed using five sub-dimensions. The weighted arithmetic mean of psychological capital as a whole was 4.41, which is higher than the fictitious mean of (3). According to their answers to the questionnaire paragraphs, this implies that the study sample had a high level of psychological capital.

Second: Description and diagnosis of organizational citizenship

This variable was measured through paragraphs (1-16), each of which represents a component of organizational citizenship. Therefore, the answers to these sub-scales reflect the research sample's patterns and the scope of its performance diagnosis, as indicated in the table below.

Table No. 4: Results of describing and diagnosing organizational citizenship

	The content of the paragraph	Arithmetic mean	Standard deviation
	Selflessness		
1	I seek to cooperate with my superiors to perform work in the best possible way	4.42	0.63
2	I seek to provide assistance to my colleagues when they have a heavy workload	4.45	0.61
3	I share work-related information with my colleagues	4.18	0.72
4	I am willing to give up my vacation for any colleague who needs it	4.40	0.55
	Sportsmanship		
5	I overlook minor annoyances in the work environment	4.36	0.62
6	I understand and accept others' comments without causing any problems	4.46	0.59
7	I apologize if I make a mistake towards any of my colleagues or clients	4.31	0.61
8	I carry out all additional work without complaining	4.19	0.63
	Conscientiousness		
9	I am keen to complete the tasks assigned to me with perfection	4.37	0.57
10	I stay away from personal work during official work in the organization	4.22	0.67
11	I protect the organization's property from tampering and vandalism	4.25	0.61
12	Work regulations are adhered to in the absence of the official	4.24	0.58
	Civilized behavior		
13	I believe that I have a vital and effective role when attending meetings	4.16	0.75
14	I maintain the reputation of the organization in which I work	4.31	0.68
15	I respect the organization's systems, laws and instructions	4.33	0.68
16	I seek to submit proposals to develop and improve the work mechanism	4.46	0.61
	Total for variable	4.32	0.63

Source: Prepared by the student based on the research results

According to their responses to the questionnaire paragraphs, the participants demonstrated a high level of organisational citizenship, as evidenced by the weighted arithmetic mean of job involvement of 4.32, with a standard deviation of 0.63, is more than the hypothetical mean of (3). Table (4) presents these findings.

Section Three

PRESENTATION OF THE ANALYSIS RESULTS

First: Testing the Correlation Hypothesis.

First main hypothesis: Organisational citizenship and psychological capital are significantly correlated.

Pearson's correlation coefficient was used to determine the relationship between the dependent variable (organisational citizenship) and the research variables (independent variable), psychological capital. The findings are shown in the following table:

Second: Testing the effect hypothesis

The study that used the simple linear regression model to measure the impact of the independent variable on the dependent variable evaluated this hypothesis. In order to analyse the effect link between the independent and dependent variables, the following basic hypothesis was developed:

Second main hypothesis: There is a significant effect of psychological capital on organizational citizenship.

Table 6: Results of estimating the relationship and effect

Dependent variable (organizational citizenship)	Relationship		The effect					
	Link	Statistical significance	(R2) Coefficient of determination	Calculated (F)	Statistical significance	B regression coefficient	calculated (t)	Statistical significance
Independent variable (psychological capital)	0.710	0.000	0.505	66.254	0.000	0.699	8.140	0.000

Source: Prepared by the researchers based on the analysis results; (**) significant at (0.01) (*)

Table (6) indicates that there is a relationship between psychological capital and organizational citizenship since the correlation coefficient reached (.7100) at a significance level below the significance thresholds (0.01; 0.05) and the association was positive. The first major hypothesis and the hypotheses are regarded as proof since this positive value validates the relationship's propensity to raise the variables. The data in Table (6) demonstrate that the second key hypothesis—that psychological capital has a significant influence on organizational citizenship—has been realised. 66.254 was the calculated value of (F). In comparison, it is significant.

CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

- 1- The dimensions of psychological capital have a positive moral impact on the dimensions of organizational citizenship.
- 2- There is a statistically significant relationship between psychological capital and its impact on organizational citizenship.
- 3- Positive stimuli are part of psychological capital, which is a hidden factor that manifests as four components: self-efficacy, hope, optimism, and flexibility. These components work together to form psychological capital, and it seems that the combined effect of multiple components is greater than the sum of their individual effects.
- 4- The relationship between psychological capital and organizational citizenship is a direct influence relationship. When organizational citizenship increases, the desire to strive to achieve the organization's goals and the willingness to exert greater efforts than required to improve performance and the success of the organization increases.
- 5- The study sample demonstrated the necessity for more focus on psychological capital standards, which are regarded as one of the contemporary ideas that cannot be ignored, particularly in Iraqi organizations in the context of wars and economic crises.

Second: Recommendations

1. The necessity of paying attention to the psychological factors of employees as they are the source and main driver of many positive behaviors and reduce many negative behaviors.
2. Increasing interactions and direct relationships between managers and employees and removing restrictions that limit this interaction.
3. Maintaining the morale of employees by making them feel that their efforts are appreciated and that they feel the importance of their role in the work of the organization.
4. Focusing in future research on the integration between the dimensions of psychological capital by re-studying the current study with its dimensions in other sectors, and considering the possibility of generalizing the results obtained in the Iraqi business environment.
5. The study recommends conducting more studies to investigate the role of organizational citizenship in the Iraqi business environment and its impact on the success and excellence of organizations.

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