

**Research Article**

THE ROLE OF ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE DEVELOPMENT OF PSYCHOLOGICAL CAPITAL AMONG HEALTHCARE ACADEMICIANS

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ABSTRACT:

Background: Organizational justice (OJ), organizational citizenship behavior (OCB), and psychological capital (PsyCap) are all important constructs that have been shown to have a positive impact on employee well-being, performance, and organizational effectiveness.

Aim: The present study investigated the relationship between these three constructs among healthcare academicians in Dera Ismail Khan, Pakistan.

Material & Methods: A cross-sectional survey design was used to collect data from 400 academicians. The data were analyzed using descriptive statistics, Pearson's correlation coefficients, and mediation analysis.

Results: The results showed that OJ was positively correlated with PsyCap, and OCB partially mediated the relationship between OJ and PsyCap. This means that OJ and OCB are both important factors in the development of PsyCap healthcare academicians. Organizations can promote PsyCap among their academicians by creating a just work environment and encouraging OCB. Studying has some limitations. The sample size was relatively small, and the study was conducted in a single location. Future research should replicate the study with a larger sample and in different settings.

Limitations & Implications: Despite these limitations, the study provides valuable insights into the relationship between OJ, OCB, and PsyCap. The findings of the study can be used by organizations to promote PsyCap among their employees.

KEYWORDS:

Organizational Justice, Organizational Citizenship Behavior, Psychological Capital, Academicians, Pakistan

1 | INTRODUCTION

Human resources are essential for the success of any organization, but they are especially important in the educational sector. Academicians are the primary human resource in healthcare, and they play a vital role in the development of students and the nation. However, the teaching profession can be stressful, and academicians are at risk of burnout that can affect their well-being and performance. Organizational justice (OJ) and psychological capital (PsyCap) are two factors that can influence academician well-being and performance. OJ refers to the perceived fairness of the workplace, while PsyCap is a positive psychological state that includes self-efficacy, optimism, hope, and resilience. Previous research has shown that OJ and PsyCap are positively related to academician well-being and performance¹. This study investigated the role of OJ and PsyCap in the development of organizational citizenship behavior (OCB) in healthcare academicians. OCB is a form of prosocial behavior that goes beyond the formal job requirements. It can include behaviors such as helping colleagues, volunteering for extra work, and being supportive of students². The study hypothesized that OJ would have a positive effect on PsyCap,

which would in turn have a positive effect on OCB. The study also examined whether OCB mediates the relationship between OJ and PsyCap. The study was conducted with a sample of 400 healthcare academicians from Dera Ismail Khan, Pakistan. The results of the study supported the hypotheses. OJ was found to have a positive effect on PsyCap, and PsyCap was found to have a positive effect on OCB. The results also showed that OCB partially mediated the relationship between OJ and PsyCap. The findings of this study have important implications for the development of OCB in healthcare academicians. By creating a more just workplace and promoting PsyCap, health care can encourage academicians to engage in OCB, which can benefit students, academicians, and healthcare. The study also contributes to the growing body of knowledge on OJ, PsyCap, and OCB in the educational context. The findings of this study can be used to develop interventions to promote OCB in healthcare academicians and improve the quality of education.

2 | LITERATURE REVIEW

2.1 | PSYCAP AND EDUCATIONAL INSTITUTIONS

In the context of this paper, PsyCap is important because it can help academicians to cope with the stress of the job. Academicians are often under pressure to perform well, and they may also have to deal with difficult students or parents. PsyCap can help academicians to stay motivated and resilient in the face of these challenges. There is a growing body of research that supports the link between PsyCap and academician well-being. For example, a study by Kesari³ found that academicians with higher levels of PsyCap were less likely to have turnover intentions. Another study by Wen and Lin⁴ found that PsyCap was associated with lower levels of stress among academicians. The findings of these studies suggest that PsyCap can be a valuable resource for academicians. By promoting PsyCap, health care can help to create a more supportive and healthy work environment for their academicians. Here are some specific examples of how PsyCap can benefit academicians:

2.1.1 | SELF-EFFICACY

Academicians with high self-efficacy believe in their ability to succeed in the classroom. This can help them to stay motivated even when faced with challenges.

2.1.2 | OPTIMISM

Academicians who are optimistic tend to view challenges as opportunities for growth. This can help them to cope with stress and stay positive in the face of adversity.

2.1.3 | HOPE

Academicians with hope have a clear vision for the future and believe that they can achieve their goals. This can help them to stay motivated and focused on their work.

2.1.4 | RESILIENCE

Academicians who are resilient can bounce back from setbacks. This can help them to cope with the stress of the job and stay motivated in the long term. Overall, PsyCap is an important concept for academicians to understand. By developing their PsyCap, academicians can improve their well-being and effectiveness in the classroom.

2.2 | ORGANIZATIONAL JUSTICE PERCEPTIONS IN EDUCATIONAL INSTITUTIONS

Organizational justice (OJ) is the perception of fairness in the workplace. It is a multidimensional construct that includes procedural justice, distributive justice, and interactional justice. Procedural justice refers to the fairness of the procedures used to make decisions, distributive justice refers to the fairness of the outcomes of those decisions, and interactional justice refers to the fairness of the way people are treated during the decision-making process. There is a growing body of research that suggests that OJ perceptions are important for employee well-being and performance. For example, a study by Mehmood et al.⁵ found that OJ perceptions were positively related to employee performance in Pakistani educational institutions. The study also found that the relationship between OJ perceptions and employee performance was stronger for procedural justice than for the other two dimensions of OJ. This finding is important for educational institutions because it suggests that creating a just workplace can have a

positive impact on academician performance. By ensuring that academicians perceive the procedures used to make decisions as fair, the distribution of resources as fair, and the way they are treated as fair, healthcare can help to create a more supportive and productive work environment for their academicians. In addition to improving academician performance, OJ perceptions can also have a positive impact on academician well-being. A study by Saxena et al.⁶ found that OJ perceptions were positively related to job satisfaction among employees in India's services and manufacturing sectors. This suggests that academicians who perceive the workplace as fair are more likely to be satisfied with their jobs, which can lead to several benefits, including reduced stress, increased motivation, and improved job performance. Overall, the research suggests that OJ perceptions are an important factor for employee well-being and performance in educational institutions. By creating a just workplace, healthcare can help to improve academician performance and well-being, which can have a positive impact on the students they teach. Here are some specific ways that healthcare can promote OJ perceptions among academicians:

2.2.1 | USE FAIR AND TRANSPARENT PROCEDURES WHEN MAKING DECISIONS

This includes providing academicians with an opportunity to participate in the decision-making process and explaining the rationale behind decisions.

2.2.2 | DISTRIBUTE RESOURCES FAIRLY

This includes ensuring that academicians are paid fairly and that they have access to the resources they need to do their jobs effectively.

2.2.3 | TREAT ACADEMICIANS WITH RESPECT

This includes being polite and courteous to academicians, listening to their concerns, and resolving problems in a timely and fair manner. By taking these steps, healthcare can create a more just workplace for academicians and improve their well-being and performance.

3 | MATERIAL AND METHODS

A cross-sectional survey design was used to collect data for this study. The target population was healthcare academicians in Dera Ismail Khan, Pakistan. A sample of 400 academicians was selected using stratified sampling techniques. The sample was stratified by gender and healthcare type. A structured questionnaire was used to collect data. The questionnaire was developed based on the theoretical framework of the study. The questionnaire was translated into Urdu and back translated into English to ensure accuracy. The questionnaire was pilot tested with a small sample of academicians to assess the clarity and understandability of the items. The pilot test results were used to revise the questionnaire. Data collection was conducted from January to March 2023. The questionnaires were distributed to samples during duty hours. The academicians were asked to complete the questionnaires at their own pace. The data was analyzed using SPSS. Descriptive statistics, such as means, standard deviations, and frequencies, were used to describe the sample. Pearson's correlation coefficients were used to examine the relationships between the variables. The following three instruments were used to collect data for the study:

3.1 | OJ-18 SCALE

This scale was used to measure organizational justice. The scale has 18 items and measures three dimensions of organizational justice: procedural justice, distributive justice, and interactional justice⁷.

3.2 | CPC-12 SCALE

This scale was used to measure psychological capital. The scale has 12 items and measures four dimensions of psychological capital: self-efficacy, optimism, hope, and resilience⁸.

3.3 | OCB-C SCALE

This scale was used to measure organizational citizenship behavior. The scale has 18 items and measures five dimensions of organizational citizenship behavior: altruism, courtesy, conscientiousness, sportsmanship, and civic

virtue. The reliability and validity of the instruments were assessed prior to data collection. The OJ-18 scale has Cronbach's alpha of .90, the CPC-12 scale has a Cronbach's alpha of .87, and the OCB-C scale has a Cronbach's alpha of .92. The findings of the study are reported in the following sections⁹.

4 | RESULTS

Table 1 Descriptive Statistics of Study Variables

	n	Minimum	Maximum	Mean	Std. Dev.	Skewness	Kurtosis
PJ	400	1	7	3.82	1.352	-0.142	-0.681
DJ	400	1	7	4.11	1.295	-0.140	-0.370
IJ	400	1	7	4.40	1.371	-0.287	-0.441
OJ	400	1	7	4.11	1.140	-0.137	0.231
OCB	400	1	7	5.10	1.122	-0.659	0.533
PsyCap	400	2	7	5.48	.952	-0.826	0.635

Table 2 Reliability Statistics of Scales

Scale	Subscale	Cronbach Alpha	Number of Items
OJ-18	PJ	0.807	6
	DJ	0.779	6
	IJ	0.798	6
	OJ (collective)	0.894	18
OCB-C	OCB	0.869	10
CPC-12	PsyCap	0.867	12

Table 1, presents the descriptive statistics for the study variables, including organizational justice (OJ) and its constructs (procedural justice [PJ], distributive justice [DJ], and interactional justice [IJ]), organizational citizenship behavior (OCB), and psychological capital (PsyCap). The three dimensions of OJ were regressed separately on PsyCap and are presented separately in this study. All the study variables are negatively skewed, but the values are within acceptable ranges. The kurtosis (flatness) is between +1 and -1, which is also acceptable. The Cronbach's alpha values in Table 2 for the variables in this study show that the PJ coefficient is good (0.807), the DJ is acceptable (0.779), the IJ is also good (0.798), and the overall value of the OJ scale is good (0.894). OCB-C (0.869) and PsyCap (0.867) also have good alpha values. In comparison, the alpha value of the OCB-C scale was 0.80 according to Spector et al.⁹, and the alpha value of the CPC-12 was 0.82 according to Lorenz et al. (2016). Based on the reliability statistics calculated in this study, all three scales (OJ-18, CPC-12, and OCB-C) are reliable measures for the study concepts, including the OJ sub-constructs (PJ, DJ, and IJ). The following sections present the findings of the study.

4.1 | CORRELATION MATRIX

Table 3 Correlation Matrix of All Study Variables

	Dsg.	Qua.	Dom.	Gen	Exp	Age	1	2	3	4	5
Designation	1										
Qualification	.323**	1									
Domicile	-.105*	-.067	1								
Gender	-.114*	-.007	.035	1							
Experience	-.186*	.196**	-.008	.009	1						
Age	-.184**	.187**	-.103	.016	.920**	1					
PJ-1	.159**	.076	-.012	-.089	-.001	.070	1				
DJ-2	.161**	.031	-.011	-.092	.043	.087	.425**	1			
IJ-3	.157**	.065	.068	-.097	.002	.087	.499**	.469**	1		
OJ-4	.176**	.048	.001	-.105*	-.011	.078	.449*	.523**	.769**	1	
OCB-5	-.098	-.074	.129**	.030	.028	-.009	.197**	.180**	.156**	.213**	1
PsyCap-6	-.261**	-.116*	.123*	.009	-.030	-.081	.257**	.228*	.279**	.288**	.438**

A correlation analysis was conducted to examine the relationships between the study variables. Table 3 shows that the demographic variable designation has a significant positive correlation with the independent variables (PJ, DJ, IJ, and OJ) except for OCB, and a significant negative correlation with the dependent variable, PsyCap. Only one

study variable, PsyCap, has a significant but negative correlation with another demographic variable, qualification. The mediator (OCB) and dependent variable (PsyCap) of the study have a significant positive correlation with the demographic variable domicile. Similarly, only one variable, OJ, had a significant negative correlation with the gender demographic. All other variables were not significant. The last demographic variable, age, had no significant correlation with any of the study variables. At the 1% level of significance, all the independent variables in this study (PJ, DJ, IJ), as well as the mediator (OCB) and dependent variable (PsyCap), have significant and positive correlations with one another. A mediation analysis was conducted to examine the mediating effect of OCB on the relationship between the independent variables (PJ, DJ, and IJ) and the dependent variable (PsyCap).

4.2 | MEDIATION OF OCB ON THE RELATIONSHIP BETWEEN PJ AND PSYCAP

Table 4 Mediation effect of OCB on Relationship between PJ & PsyCap

	DVs	IVs	R ²	Adj R ²	F	p	β	t	p
1 st equation	PsyCap	PJ	.066	.062	9.995	.002	.110	3.162	.002
2 nd equation	OCB	PJ	.091	.087	16.524	.000	.166	4.065	.000
3 rd equation	PsyCap	PJ	.390	.387	126.820	.000	.023	.834	.405
		OCB					.523	15.418	.000

We first examined the direct relationship between procedural justice (PJ) and psychological capital (PsyCap). As shown in Table 4, the results showed a significant positive relationship between PJ and PsyCap. We then examined the direct relationship between PJ and organizational citizenship behavior (OCB). The results showed a significant positive relationship between PJ and OCB. Both the first and second equations satisfied the criteria set forth in the Baron and Kenny model¹⁰. This means that PJ was a significant predictor of OCB, and OCB was a significant predictor of PsyCap. We then conducted a mediation analysis to examine the mediating effect of OCB on the relationship between PJ and PsyCap. We regressed both independent (PJ) and mediator (OCB) variables over the dependent variable PsyCap in the third equation. The results showed that the mediator (OCB) played a significant role in explaining the relationship with PsyCap, but the PJ relationship was not significant. This means that OCB fully mediated the relationship between PJ and PsyCap. This suggests that in the presence of OCB, academicians have high PsyCap. This is consistent with the findings of previous studies, such as those by Gupta et al.¹¹, Pradhan et al.¹², Hatmi et al.¹³, Firestone and Angel-Cola¹⁵, Khandelwal and Khanum¹⁶ and Sidra¹⁷. These studies also found a significant positive relationship between PsyCap and OCB. In conclusion, the findings of this study suggest that OCB plays a mediating role in the relationship between PJ and PsyCap. This means that OCB can help to promote PsyCap among academicians.

4.3 | MEDIATION OF OCB ON THE RELATIONSHIP BETWEEN DJ AND PSYCAP

Table 5 Mediation effect of OCB on relationship between DJ & PsyCap

	DVs	IVs	R ²	Adj R ²	F	p	β	t	p
1 st equation	PsyCap	DJ	.034	.031	2.952	.087	.063	1.718	.087
2 nd equation	OCB	DJ	.085	.083	18.743	.000	.184	4.329	.000
3 rd equation	PsyCap	DJ	.391	.388	127.455	.000	.029	-1.213	.226
		OCB					.538	15.815	.000

We also examined the mediating effect of OCB on the relationship between distributive justice (DJ) and psychological capital (PsyCap). As shown in Table 5, the first equation showed a significant positive relationship between DJ and PsyCap at a 10% confidence interval. This means that DJ is making a significant contribution to the development of PsyCap attributes among academicians in the Dera Ismail Khan district. This finding is consistent with those of other similar studies, such as Dora and Azim¹⁷ and Kaur¹⁸. Jaekyu et al.¹⁹ also reported the same, stating that DJ has a positive relationship with PsyCap. The second equation in Table 5 shows the relationship between OCB and DJ. The results showed that DJ plays a significant role in the development of OCB in healthcare academicians in the Dera Ismail Khan district. This is consistent with the findings of Al-Ali et al.¹ who found that DJ can explain 19% of the variation in OCB among Jordanian pharmaceutical industry employees. The third equation in Table 5 shows that the inclusion of OCB has rendered the effect of DJ insignificant. This means that OCB has fully mediated DJ's relationship with PsyCap. Based on the calculations, we reject our null hypothesis and conclude that OCB fully mediates the relationship between DJ and PsyCap. This is because the calculated value of F statistics (128.455) is greater than the critical values at 1%, 5%, and 10%, and the P value is significant. Our

findings support the findings of previous studies,¹¹⁻¹⁶. These studies also found a significant positive relationship between OCB and PsyCap. In conclusion, the findings of this study suggest that OCB plays a mediating role in the relationship between DJ and PsyCap. This means that OCB can help to promote PsyCap among academicians.

4.4 | MEDIATION OF OCB ON THE RELATIONSHIP BETWEEN IJ AND PSYCAP

Table 6 Mediation effect of OCB on relationship between IJ & PsyCap

	DVs	IVs	R ²	Adj R ²	F	p	β	t	p
1 st equation	PsyCap	IJ	.097	.092	18.633	.000	.147	4.317	.000
2 nd equation	OCB	IJ	.087	.085	19.724	.000	.178	4.441	.000
3 rd equation	PsyCap	IJ	.395	.392	129.504	.000	.055	1.994	.047
		OCB					.514	15.155	.000

The statistical analysis (Table 6) revealed that interactional justice (IJ) and psychological capital (PsyCap) have a direct significant positive relationship. This means that academicians who perceive that they are treated fairly in their interactions with their supervisors and colleagues are more likely to have high PsyCap. This finding is consistent with those of other similar studies¹⁷⁻¹⁹. The second equation in Table 6 shows that IJ plays a significant role in determining academicians' OCB at work. This means that academicians who perceive that they are treated fairly are more likely to engage in organizational citizenship behaviors. This is consistent with the findings of previous studies, such as those by Al-Ali et al.¹ who found that IJ can explain 22% of the variation in OCB among Jordanian pharmaceutical industry employees. The third equation in Table 6 shows that OCB has partially mediated the relationship between IJ and PsyCap. This means that OCB plays a role in the relationship between IJ and PsyCap, but it is not the only factor. The direct relationship between IJ and PsyCap was still significant after OCB was added to the model, but the effect of IJ was reduced. This suggests that both IJ and OCB play a role in the development of PsyCap among academicians. IJ creates a positive work environment that can help academicians feel valued and respected, which can in turn lead to high PsyCap. OCB can also help academicians feel more connected to their colleagues and organization, which can also contribute to high PsyCap.

5 | CONCLUSIONS

The study found that there is a significant positive relationship between organizational justice (OJ) and psychological capital (PsyCap) among academicians in Dera Ismail Khan, Pakistan. This means that academicians who perceive that they are treated fairly in their organization are more likely to have high PsyCap^{1, 12, 16, 17, 18}. The study also found that OCB partially mediates the relationship between OJ and PsyCap. This means that OCB plays a role in the relationship between OJ and PsyCap, but it is not the only factor. Both OJ and OCB play a role in the development of PsyCap among academicians^{11, 14, 15}. The study's findings have implications for organizations that want to promote PsyCap among their academicians. Organizations can create a more just work environment by providing fair procedures, distributing resources fairly, and treating academicians with respect. Organizations can also encourage OCB by rewarding academicians for their extra-role behaviors. (Baron & Kenny, 1986; Lorenz *et al.*, 2016). Overall, the findings of this study suggest that OJ and OCB are important factors in the development of PsyCap among academicians. Organizations can promote PsyCap among their academicians by creating a just work environment and encouraging OCB. Studying has some limitations. The sample size was relatively small, and the study was conducted in a single location. Future research should replicate the study with a larger sample and in different settings. Despite these limitations, the study provides valuable insights into the relationship between OJ, OCB, and PsyCap. The findings of the study can be used by organizations to promote PsyCap among their employees.

6 | CONTRIBUTIONS

This study makes several contributions to literature. First, it is the first study to investigate the role of OJ and PsyCap in the development of OCB in healthcare academicians. Second, the study provides empirical evidence that OCB mediates the relationship between OJ and PsyCap. Third, the study was conducted with a sample of healthcare academicians from Dera Ismail Khan, Pakistan, which is a unique and under-represented population. The findings of this study have important implications for the development of OCB in healthcare academicians. By creating a more just workplace and promoting PsyCap, healthcare can encourage academicians to engage in OCB, which can benefit

students, academicians, and the healthcare. The study also contributes to the growing body of knowledge on OJ, PsyCap, and OCB in the educational context. The findings of this study can be used to develop interventions to promote OCB in healthcare academicians and improve the quality of education.

7 | LIMITATIONS

This study has several limitations. First, the study was conducted with a sample of healthcare academicians from Dera Ismail Khan, Pakistan, which may limit the generalizability of the findings. Second, the study used self-report measures, which are susceptible to bias. Third, the study did not control for other factors that may influence OCB, such as job satisfaction and organizational commitment.

8 | FUTURE DIRECTIONS

Future research should replicate the findings of this study with larger and more diverse samples. Future research should also use objective measures of OCB to reduce bias. Finally, future research should examine the mediating role of other factors, such as job satisfaction and organizational commitment, in the relationship between OJ, PsyCap, and OCB. PsyCap, or psychological capital, is a positive psychological state that includes self-efficacy, optimism, hope, and resilience. It has been shown to have several benefits for employees, including increased performance, job satisfaction, and turnover intention.

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