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Psychological Capital and Employee Performance in Federal Neuro-Psychiatric Hospital, Benn City, Edo State, Nigeria

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ABSTRACT

Declining employees' performance has emerged as part of the criticisms leveled against government hospitals in Nigeria. Perhaps, the problem of employees apathy and lack of effort is not simply a matter of individual laziness, rather there are often healthy reaction by normal people to an unhealthy environment created by uncommon organizational or government policies. This underscores the importance of investing in and developing the positive psychological capacities of organizational members for the benefit of boosting organizational performance and remains competitive. This study therefore examines the relationship between psychological capital and employee performance in Federal Neuro-Psychiatric Hospital in Benin City using survey research method. A sample size of one hundred and twenty two (122) was selected for the study using accidental sampling technique. Data collected were analyzed using Pearson product moment correlation and multiple regression analysis. The study found that there is significant relationship between psychological capital and employee performance in Federal Neuro-Psychiatric Hospital Benin City, Edo State, Nigeria. Requisite conclusion and recommendations were provided in the light of empirical and theoretical findings.

Keywords: Psychological Capital, Employee Performance, Neuro-Psychiatric Hospital

1. INTRODUCTION

Employee performance is the observable behaviour of employees that is relevant to the goals of organization. It is the most significant dependent variable in the organizational context and the most important concept in industrial organizational psychology [1]. This is because employee performance plays a major role in achieving overall organizational performance. Since effective realization of organizational goals and achieving performance are major concerns of any organization, proper understanding of how to improve and promote same becomes vital for any management including hospital management board and directors especially in developing countries.

Performance has been explained in terms of employees' dispositional and relatively fixed traits such as the personality traits (extraversion, agreeableness and conscientiousness) and the core self-evaluations traits (self-esteem, locus of control and emotional stability). However, in the recent times, new thinking and new approaches have become imperative for organizations to survive and to maintain a competitive edge [2]. A recently developed construct and an alternative approach to improving organizational outcomes is the concept of psychological capital whose origin can be traced to the field of positive psychology. Psychological capital has been considered state-like rather than trait-like, consisting mainly of four psychological states of self-efficacy, optimism, hope and resilience. They are considered state like because they are relatively malleable and open to development, unlike the trait-like constructs, which are relatively stable and difficult to change [3]. Proponents of this new construct emphasize the importance of investing in and making good use of these positive psychological states to improve employee growth and performance. Therefore, psychological capital emerges as an important element as organizations rely on their employees' in striving for peak performance.

Studies have been carried out in the USA, Australia, India, Sri Lanka, China, South Africa, and few other countries which showed positive relationship between psychological capital and employee performance. But to date, none to the best of our knowledge has been done in Nigeria to establish this type of relationship, even though psychological capital has been test in relation to other behavioural variables such as citizenship behaviour and entrepreneurship innovative behaviour in Nigeria [4] and the role of psychological capital in effective management of work stress in Nigeria [5]. Therefore, this study seeks to fill this gap as it takes a critical look at the relationship between psychological capital and employee performance in Federal Neuro-Psychiatric Hospital, Benin City, Edo State, Nigeria.

2. LITERATURE REVIEW

2. 1. The Concept of Psychological Capital (PsyCap)

Consistent with positive psychology which emphasizes human strengths, fulfilment, and optimal living, psychological capital or PsyCap focuses on positive nature and strengths of individuals and can be seen as personal resources with the ability to enhance an individual's success within a challenging and uncertain work environment [6]. According to Luthan, Youssef & Avolio [7], psychological capital is defined as an individual's positive psychological state of development characterized by self-efficacy, optimism, hope and resilience. It is also refers to a person's mental state of advancement that is characterized by: (i) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging task; (ii)

making a positive attribution (optimism) about succeeding now and in the future; (iii) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (iv) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success [6].

Basically, psychological capital is a core psychological factor of positivity that goes beyond the now widely recognized human capital (what you know-skills, abilities, knowledge and experience) [8], and social capital (who you know-relationship and network) [9], to gain a competitive advantage through investment or development of ‘who you are’, your psychological make-up and what you can become [10]. Therefore, PsyCap is based on the positive psychological paradigm which underscores the importance of positivity and human strengths; it is state-like and it goes beyond human capital (i.e what you know) and social capital (i.e. who you know) to ‘who you are’.

2. 2. Components of Psychological Capital

Psychological capital or PsyCap has been conceptually and empirically demonstrated to be a construct comprising the four recognized positive psychological states of self-efficacy, optimism, hope and resilience [7]. Each of these positive states briefly reviewed below are regarded as the most relevant psychological capacities which are believed can be most readily managed for competitive advantage.

2. 2. 1. Self-Efficacy

The concept of self-efficacy is based on Bandura’s [11] social cognitive theory, refers to a person’s belief that he or she is capable of performing a task successfully. Relating it to the workplace therefore, it can be defined as the individual’s conviction (or confidence) about his or her capacity for successful executing a course of action that leads to a desired outcome. Bandura [12] noted that self-efficacy plays a critical role in important human performance determinants such as goals, aspirations and the perceived opportunities of a given project. The higher an individual’s self-efficacy, the more confidence he or she is in his/her ability to succeed in a task, hence, a cyclic relationship between efficacy and performance. This fact is buttressed in a meta- analysis study conducted by [13]. They discovered a positive and highly significant 0.38 weighted average correlation between self-efficacy and performance outcomes. Luthans, Norman, Avolio & Avery [14] also found that self-efficacy has a positive impact on employee performance.

In difficult situations, those with low self-efficacy are more likely to reduce their efforts or even give up, while those with high self-efficacy will try harder to master the challenge. Furthermore, individuals high in self-efficacy seem to respond to negative feedbacks with increased effort and motivation, while those low in self-efficacy are likely to reduce their effort when given negative feedback [10]. Bandura [11] also identified task master, vicarious learning or role modeling, social persuasion and psychological arousal as sources of development of self-efficacy.

Therefore, individuals that are generally high in self- efficacy tend to believe that they have the ability to deal with situations presented to them to arrive at success. As a result, these individuals are likely to view potential work stressors as achievable challenges rather than as disproportionately difficult. When faced with obstacles and hardship, these individuals tend to react in a more productive manner, pooling resources, creating action plans, etc., rather than

focusing attention on seeming obstacles or difficulties [15]. In addition, Bandura [11] noted that efficacious individuals tend to display lower levels of blood pressure and reported job stress.

2. 2. 2. Optimism

Optimism according to Snyder & Lopez [6], is a goal based cognitive process that operates whenever an outcome is perceived as having substantial value. Optimism is the generalized positive outcome expectancy and/or a positive causal attribution [16]. Basically, optimism has been explained using two major approaches- the attribution approach [17] and the expectancy approach [18]. The attribution approach states that optimists interpret personal events using causal attributions. In other words, an optimistic individual achieving success will make global, stable and internal attribution of their successes [19]. Drawing from attribution theory, Seligman [17] defines optimists as those who make global, stable and internal attributions regarding positive events (for example, task accomplishment) and those attribute external, instable and situation-specific causal factors for negative events (for example, a missed deadline) In terms of global attribution, the individual believes he or she can achieve success across different domains; stable in the sense that he or she can consistently achieve the success and internal attribution in terms of believing he or she created the success. Therefore, optimism as a facet of PsyCap is associated with employees have a positive outcome, outlook or attribution of events, which allows individuals to take credit for favourable events in their lives, boosting their self-esteem and morale and thereby generating positive emotions and motivation. It also allows them to distance themselves from unfavourable life happenings, shielding them from depression, guilt, self-blame and despair [20].

An alternative explanation of optimism comes from Carver *et al.* [18] who view optimists from an expectancy perspective as individuals with expectations of good happenings or outcomes, which has significant cognitive and behavioural implications. Optimists expect good things to happen to them at the workplace) while pessimists expects the opposite. Specifically, an optimistic employee may hold firm to the belief that if he or she attends work, he or she will be successful in earning recognition, reward and/or promotion. In order to develop optimism in the workplace, Ugwu & Okojie [21] affirmed that employees must exhibit leniency for the past, appreciation for the present and opportunity seeking for the future. Also, identifying pathways to success and options to overcome obstacles will tend to increase positive expectation. When this is aggregated among organizational members, optimism for success is heightened. Seligman [17] has found that optimism, when directly applied to the workplace, had a significant and positive relationship with performance of life insurance sales agents at met life, and in the study of the Chinese factor workers, their optimism was found to have a significant relationship with their related performance [22].

2. 2. 3. Hope

Hope is a positive motivational state that is based on an interactively derived sense of successful. Snyder [23] defines hope as both the willpower (agency) and way power (pathways) that you have for your goals. Agency is goal directed energy, while pathways mean planning to achieve goals. Hopeful employees display greater levels of independence in their thinking. They have strong needs for growth and achievement and are intrinsically motivated by enriched jobs. They tend to be creative and resourceful even with tight budgets [23]. Hope also protects an individual's perceptions of vulnerability, uncontrollability and unpredictability.

Several specific approaches have been successful in developing and nurturing hope. These includes purposeful goal setting which provides the motivational and persistence for achievement; setting SMART goals which are personally valuable, stretching and challenging enough to simulate excitement and exploration but yet achievable and approaching those goals with determination and discipline [24].

Hopeful individuals are more likely to have established functional goals, providing them with directed motivation to work towards set goals on a daily basis. Furthermore, hopeful individuals are more likely to have established multiple means (pathways) of attaining the same goal. By establishing multiple means to the same end, employees high on hope ensure that the failure of one project does not lead to overall failure [23].

In other words, hopeful employees have the desire or agency to achievement goals and have the capability to develop various pathways or strategies towards goal attainment. Therefore, employees with higher levels of PsyCap will generate pathways to effectively pursue and attain personal goals within the workplace.

This is expected to invariably generate more positive outcomes as well as improved performance. Previous studies have found that hope predicted employees' performance beyond cognitive ability and self-efficacy [25]. Moreover Youssef & Luthans [26] found that hope had a positive effect on employee satisfaction, organizational commitment and work happiness.

2. 2. 4. Resilience

Resilience is an adaptive system which enables an individual to rebound or bounce back quickly from a setback or failure. In positive psychology, resilience is a positive adaptation process that can rebound in the context of significant adversity or risk [27]. Relating it specifically to the workplace, Luthans [28] defines resilience as the positive psychological capacity to rebound, to bounce back from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility. For instance, the ability of an employee to improve efficiency after a query or the ability of a company to re-strategize after being declared bankrupt or after facing a major set-back is refers to resilience. Based on this definition it can be concluded that resilience is a positive strength that can be used to face adverse events as well as extreme positive events.

Common attributes of resilient individuals are recognized to be: (i) a firm acceptance of reality; (ii) a deep belief, often buttressed by strongly held values, that life is meaningful; and (iii) and astounding ability to improvise and adapt to significant change [29]. This positive strength propels them to carry on.

Resilient individuals, although facing the same potential stressors at work, may be less likely to perceive many stimuli as actual stress, or at least perceive them to a lesser degree. The ability to cope with potentially stressful situations and not be as affected by such prevalent workplace concerns should lead to an individual experiencing less of the negative health outcomes of stress and thus display less absenteeism behaviour and thus able to perform without limitation or constriction [5].

Prior empirical research has also uncovered that one underlying mechanism of a resilient response is the experience of positive emotions in the face of stress, which reflect its state-like quality [30]. Furthermore, resilience has been shown to positively relate to coping by change and by acceptance and negatively related to withdrawal [30]. A study of Chinese manufacturing employees indicates a positive link between work performance and the workers' levels of resilience [10].

2. 3. Employee Performance

Performance reflects the organization's ability to achieve its goals through positive contribution from organizational members. According to Cooke [31], it is a combination of resources and capabilities of the organization that are being used efficiently and effectively in order to achieve its objectives. It is also an important construct in industrial and organizational psychology. According to Murphy [32], performance definitions should focus on behaviours rather than outcomes, because if the managers focus only on the employees' outcomes employees will find the easiest way to achieve the outcomes without considering other important behaviours. Moorhead & Griffin [33] sees it as all of the total set of work related behaviours that the organization expects from individuals to display. Ikyanyon & Ucho [34] in their own contribution defines employee performance as the behaviour individuals engross themselves in or produce that are in line with and contribute to an organization's goal. Similarly, Campbell *et al.* [1] advanced employee performance as the observable behaviours that people display in the course of carrying out their jobs, which are relevant to the goals of the organization.

Usually, employee performance is evaluated in terms of the proficiency with which an individual carries out the tasks that are specified in their job description [9]. In other words, employee performance has been conceptualized in terms of the execution and completion of well-defined task. However, the changing nature of work and organizations challenged the traditional view of employee performance. In review of the literature on job performance, Borman & Motowidlo [35] defines employee performance as a multidimensional construct consisting of task performance and contextual performance, often production or deadline driven and sometimes referred to as 'in-role', was described as the behaviour that is directly linked with job completion. Behaviour is usually recognized as a formal requirement of an individual's job. Job description often explicitly stipulates that the job holders must perform these activities. Borman, Ackerman & Kubisiak [36] identified three dimensions of task performance namely: (i) Task proficiency-this involves demonstration of work expertise, display of work accuracy, paying attention to details, minimizing mistakes and providing high quality service; (ii) efficiency- this involves the capacity to operate in a cost effective manner, effective management of resources and time, accomplishing targets under any condition; (iii) solving- This has to do with the ability to take good decisions in the face of problems, possessing analytical and problem solving skills.

Also, the contextual performance is an individual's performance that maintains and enhances an organization's social network and the psychological climate that supports technical tasks. Sometimes considered discretionary and often termed 'extra-role', this dimension of performance entails interpersonal behaviours and actions that benefit the organization. It includes activities that may not represent formal work tasks although they still make important contributions to the effectiveness of the organization.

Examples of contextual performance include helping and collaborating with others, persevering with extra effort, volunteering to accomplish task activities, assisting and defending organizational goals and following organizational rules and procedures even when it is personally inconvenient, assisting and cooperating with co-workers and other discretionary behaviour. By strengthening the viability of social network, these activities are expected to enhance the psychological climate in which the technical core is embedded.

2. 4. Theoretical Framework

The theoretical bedrock of this study is the social cognitive and agency theory. The social cognitive and agency theory by Bandura [11] was developed to explain the connection between the four psychological capacities and the probability for success or performance based on motivated effort and perseverance. Drawing from the social cognitive and agency theory, self-efficacy, optimism, hope and resilience share an internalized sense of agency, control and internality. This agentic and conative mechanism promotes a positive outlook, selection of challenging goal and investment of energy and resources in pursuit of those goals despite potential problems, obstacles and setbacks [37]. This is because circumstances and chances of success are consistently but realistically appraised in a positive light. These positive expectancies become powerful driving forces, yielding motivation for resource investment and perseverance toward goal attainment with accompanying desirable attitudes, behaviours and performance. Drawing from psychological resource theories therefore, self-efficacy, optimism, hope and resilience are presented in the theoretical explanation of PsyCap as having shared mechanisms and synergistic relationships between them. Even though they have been empirically demonstrated to be discriminant constructs [7], there is more in common between them than different. This is also evident in how the components themselves are described in relation to each other. For example, according to Bandura [38], evidence shows that human accomplishments and positive well-being require an optimistic sense of personal efficacy to override the numerous impediments to success. He posits further that success usually comes through renewed effort after failed attempts and that what counts is resiliency of personal efficacy. Furthermore, in discussing hope and optimism, Snyder [24] noted that similar to hope, optimism is a goal-based cognitive process that operates whenever an outcome is perceived as having substantial value, and that those high in hope tend to be more confident on specific task (self-efficacy) and are quickly able to bounce back (resilience) after temporary hopelessness [23]. Hence, the commonalities amongst these capacities can be summed up to include positivity, effort, persistence, sustainability and agency, all featuring the process of moving or striving toward accomplishment and success.

Therefore, PsyCap, taken as a higher-order core construct, is believed will have a greater relationship with performance than the four individual components that comprise it. By considering self-efficacy, optimism, hope and resilience as important facets of PsyCap rather than focusing on any one individual facet in particular, it is expected that their combined motivational effects will be broader and more impactful than any one of the constructs individually. For example, optimistic self-efficacy is broader and more impactful than just optimism or self-efficacy. Each facet includes both unique and common cognitive and motivational processes that enable performance. Nevertheless, when combined with each other, the cognitive and motivational processes are expected to be enhanced [14]. In the final analysis, the relevance of the social cognitive and agency theory is based on its ability to justify how positive psychological construct helped to improve the employees' performance at work.

2. 5. PsyCap and Employee Performance

The theoretical position consistently advanced is that the mechanisms in the components of PsyCap act as individual motivational propensities and effort to succeed results in increased performance output [39]. Several performance predictors have been proposed but PsyCap relates to employee performance mainly through the dimension of demonstrating effort. Several

researchers have tried to establish the relationship between each PsyCap construct and employee performance. Bandura [11] named self-confidence employees as good performers. According to his explanation, if the employees have high self-efficacy, they believe they can succeed. As a result they put more effort on the given task. When employees try harder to succeed, they generally perform better. It means that self-efficacy correlates with employee performance. According to multiple meta-analyses, self-efficacy has positively and strongly correlated with employee performance [12, 40] cited in [9]. Also, Seligman [17] found that there is positive relationship between optimism and employee performance among the insurance sales agents. Similarly, Youssef & Luthans [26] reported positive relationship between optimism and employees' performance. Luthans *et al* [37] found similar result in Chinese factory workers. Similarly, hope has been found as a positive predictor of employee performance [22, 26, 41] cited in [9]. Luthans *et al.* [22] found that there is significant relationship between resilience and rated performance of the Chinese workers.

In view of the empirical evidences discussed, one may conclude that the combined effect of PsyCap as a multidimensional construct would be a good predictor of improved performance. Other studies have also emphasized the importance of the composite effect of PsyCap on employee performance [9, 42, 43]. Walumbwa, Luthans, Avey & Oke [44] found a positive relationship between PsyCap and team performance. More researchers continue to show the positive impact that PsyCap has on performance [45, 46]. Therefore, individuals higher in PsyCap are likely to be energized and put fourth effort that is manifested in higher performance over extended periods of time. This is because those higher in efficacy apply effort toward goals they personally believe they are capable of achieving. Also, they have will power and generate multiple solutions to problems (hope, make internal attributions and have positive expectations about results (optimism) and respond positively and persevere in the face of adversity and setbacks (resilience). In other words, the presence of PsyCap sustains effort which in turn improves performance. In Line with the literature review, the following objectives and hypotheses were formulated for the study:

- 1) To examine the relationship between PsyCap (self-efficacy, optimism, hope & resilience) and employee performance in Federal Neuro-psychiatric Hospital, Benin City, Nigeria.
- 2) To assess the effect of PsyCap on employee performance in Federal Neuro-Psychiatric Hospital, Benin City, Nigeria.

Hypotheses of the Study:

- ✓ H₁: There is no significant relationship between PsyCap (self-efficacy, optimism, hope & resilience) and employee performance in Federal Neuro-Psychiatric Hospital, Benin City, Nigeria.
- ✓ H₂: PsyCap does not have a significant effect on employee performance in Federal Neuro-Psychiatric Hospital, Benin City, Nigeria.

3. METHODOLOGY

The study adopted the survey research design. The target population comprised of the junior and senior staff of Federal Neuro-Psychiatric Hospital, Benin City, Nigeria who are three

hundred and fifteen (315) as at December 2018. The study using accidental sampling, selected one hundred and twenty two (122) respondents. The research instrument for the study was the structured questionnaire. This was a modified form of the instrument used by Luthans *et al.* [7]. This was necessary to better address the new respondents in a different environment. Data collected were analyzed using Pearson product moment correlation and multiple regression analysis with the aid of Statistical Package for Social Science (SPSS) version 21. A pilot study to determine the level of reliability was carried out on 50 staff who were parts of the study within a time interval of two weeks. Cronbach Alpha method was used to established the internal consistency of the instrument as shown in the table below.

Table 1. Reliability Statistics of Variable.

Scale	No. of Items	Cronbach's Alpha
Psychological Capital	29	0.738
Employee Performance	10	0.807

The results yield a coefficient of 0.738 and 0.807, which satisfied the general recommended level of 0.70 for the research indicators. Also, the questionnaire was validated by experts in management sciences. Hence, researchers' satisfied both reliability and validity of the scale.

4. DATA ANALYSIS AND INTERPRETATION

Table 2. Correlation Matrix Showing the Relationship between Employee Performance, Self-efficacy, Optimism, Hope and Resilience.

Variables	Employee Performance	Self efficacy	Optimism	Hope	Resilience
Employee Performance	1				
Self-efficacy	.313**	1			
Optimism	.342**	.388**	1		
Hope	.369**	.353**	.259**	1	
Resilience	.243**	.246**	.297**	.417**	1

**Correlation is significant at 0.1 levels

Source: Field Survey, 2018

From table 2, results shows that there is a significant positive relationship between employee performance and self-efficacy ($r = .313$, $n = 122$, $p < .001$), optimism ($r = .342$, $n =$

122, $p < 0.01$), hope ($r = .369$, $n = 122$, $p < 0.01$) and resilience ($r = .243$, $n = 122$, $p < 0.01$). This implies that self-efficacy, optimism, hope and resilience has a positive relationship with employee performance in Federal Neuro-Psychiatric Hospital, Benin City, Nigeria. Based on the results, hypothesis one is rejected.

Multiple Regression Analysis Showing the Joint Influence of Self-Efficacy, Optimism, Hope and Resilience on Employee Performance in Federal Neuro- Psychiatric Hospital, Benin City, Nigeria.

Table 3. Model summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397	.134	.363	.127

- a. Predictors: (constant), psychological Capital
- b. Dependent Variables: Employee performance

Table 4. ANOVA ^a

Model		Sum of Square	Df	Mean Square	F	Sig.	Remark
1	Regression	3.547	1	3.237	24.211	.000 ^b	Sig.
	Residual	8.716	120	0.495			
	Total	12.263	121				

- a. Dependent Variables: Employee performance
 - b. Predictors: (constant), psychological Capital
- Source: Field survey, 2018

From Tables 3 & 4, the results, shows that the four psychological capitals sub-constructs jointly influenced employee performance in Federal Neuro- Psychiatric, Benin City, Nigeria. The table also shows a coefficient of multiple correlation ($R = .397$ and a multiple adjusted R^2 of .363). This means that 36.3% of the employee performance is independently accounted for by the four psychological states when considered as a whole psychological capital. The F. statistics of 24.211 revealed that the model is statistically significant at 0.05 significant levels. This implies that the joint contribution of self-efficacy, optimism, hope and resilience to employee performance is significant.

Table 5 shows the independent contribution of the four psychological states to employee performance, expressed as Beta weights, **viz**: self- efficacy ($\beta = .184$, $p < .05$), optimism ($\beta = .127$, $p < .05$), Hope ($\beta = .286$, $p < .05$) and resilience ($\beta = .197$, $p < .05$) respectively. This implies that self-efficacy, optimism, hope and resilience significantly and independently influenced employee performance in the study. Therefore, hypothesis two is confirmed.

Table 5. Multiple Regression Analysis showing the Relative Contribution of the Self-Efficacy, Optimism, Hope and Resilience on Employee Performance in Federal Neuro-Psychiatric Hospital, Benin City, Nigeria

Model		Unstandardized Coefficient		Standardized Coefficient	T	Sig.	Remark
		B	Std. Error	Beta			
1	(Constant)	6.737	1.219		5.527	.000	Sig.
	Self-efficacy	2.246	.275	.184	8.167	.000	Sig.
	Optimism	2.391	.483	.127	4.950	.000	Sig.
	Hope	2.728	.410	.286	6.654	.000	Sig.
	Resilience	2.554	.391	.197	6.532	.000	Sig.

5. DISCUSSION OF FINDINGS

PsyCap states that could influence employees’ performance were examined and findings revealed that all the PsyCap states influence employee performance. The results amongst others showed that all the dimensions of psychological capital have significantly and positively correlated with employee performance. This is in agreement with the previous studies. Luthans *et al.* [22]; Youssef & Luthans [26]; Sampath–Kappagoda *et al* [9] found that self-efficacy, optimism, efficacy, optimism, hope and resilience has a positive relationship with employee performance. Also, based on the results of the statistical analysis, the PsyCap has significantly explained 36.3% of variance in employee performance. This finding is in agreement with the view of Luthans [28] that stressed the ability of PsyCap to improve the employee performance. the findings also support the findings of some researchers Bandura [11]; Snyder [23]; Luthans *et al.* [7]; Nguyen & Nguyen [42]; Mathe-Souleik *et al.* [46]; Nafei [43]. The four psychological states (self-efficacy, optimism, hope and resilience) jointly influenced employee performance among the staff of Federal Neuro- Psychiatric Hospital in Nigeria. This implies that PsyCap as a concept of positivism is a useful asset that can help employees achieve goals, buffer job demand and facilitate personal growth.

Also, the findings revealed that self- efficacy, optimism, hope and resilience individually influenced employee performance. This finding, substantially support the view of Bandura [11] that self-confidence employees are good performer. This implies that if employees have high self-efficacy, they believe they can succeed. As a result they put more effort on the given task and when employees try harder to succeed, they generally perform better. He posits further that self-efficacious and hopeful employees perform better because they accept challenges and put more efforts to achieve goals owing to their high efficacy. This finding is also in agreement with Ugwu & Okojie’s [21] views that employees who have sufficient job resources will feel efficacious, important to organization, optimistic about their future and consequently stay

engaged in their work. Therefore, employees with high levels of PsyCap tend to have psychological resources for persevering and succeeding when facing setbacks and challenges.

6. CONCLUSION AND RECOMMENDATIONS

Psychological capital (PsyCap) consisting of four PsyCap resources: self-efficacy, optimism, hope and resilience, which focuses on positive nature and strengths of individuals can be seen as personal resources with the ability to enhance an individual's success within a challenging and turbulent or uncertain work environment. The study has revealed through its perceived findings that PsyCap has a positive effect on employee performance. The study therefore concludes that the ability of employees to effectively perform better is a consequence of the collective influence of self-efficacy, optimism, hope and resilience. In addition, the correlation between PsyCap (self-efficacy, hope and resilience) and employee performance was significant and positive. Based on the theoretical and empirical findings of this study, the following recommendations were made:

- i. The relevant governmental agencies should be enabled to consistently perform regulatory, facilitating and participatory roles to foster an enabling operating environment as this will help the employees develop a positive attitude about the organization and invariably be willing to give their best to ensure realization of organizational goals.
- ii. The hospital management board should design more effective manpower training programmes, workshops, seminars and short-courses to sensitize employees on the role of PsyCap (self-efficacy, optimism, hope and resilience) on employee performance.
- iii. The Federal Neuro-psychiatric hospital management board must ensure that the employees are well motivated in terms of providing good terms and working conditions as this will help employees initiate, nurture, develop and sustain a positive state of their minds throughout the period of service.
- iv. Work life balance and flextime work arrangement should be introduced in federal neuro-psychiatric hospital in Nigeria to take care of the different demands of workers.
- v. There should be a supportive organizational climate and effective leadership influence as this will create positive conditions necessary for PsyCap to flourish and which in turn generates better organizational outcomes.
- vi. Those saddled with human resource planning should stimulate employees' psychological resources through purposeful training interventions. Specifically, human resource development will help to facilitate organizational leaders and their associates to become more resilient to increasing adversity, more efficacious in getting the job done, more optimistic about the future and more hopeful in determining plans and alternative pathways to accomplish goals.

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