

The effect of psychological capital on contextual performance

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Abstract

The current research focused on knowing the role of the independent variable (psychological capital) with its dimensions (self-efficacy, hope, optimism, flexibility) in enhancing the dependent variable (contextual performance), which is one-dimensional. The research used a globally controlled questionnaire as a main tool for data collection. The questionnaire forms were distributed to (152) employees distributed in the Diwaniyah Dairy Factory, and the research interest was focused on testing two main hypotheses. Three sub-hypotheses were derived from each hypothesis, using a set of statistical methods, most notably the arithmetic mean, linear regression model, standard deviation, and ratios. Percentage, Pearson correlation coefficient, ANOVA analysis, and data were extracted using the statistical program (SPSS, V.27). The research reached several conclusions, including the existence of a positive correlation with statistical significance for the dimensions of psychological capital with the other variable, which is the one-dimensional contextual performance. Therefore, all the sub- and main research hypotheses were accepted. The research summarized with a set of recommendations that support this relationship and enhance the practices of the head. Psychological money in the factory by spreading optimism, hope, flexibility and enhancing self-efficacy to obtain moral outputs among workers that enhance the spirit of citizenship and teamwork and voluntary work among individuals that represent strengths for the factory and return to normal conditions after facing difficulties. All of these advantages support the competitive position of the institution. Al-Diwaniyah Dairy Factory was chosen from among other factories for its ease of access and obtaining the required information, in addition to being self-financed and in accordance with the objectives of the study in a way that contributes to the embodiment of the study model and hypothesis testing.

Keywords: psychological capital, contextual performance

Introduction

The modern world is characterized by renewable and continuous environmental, economic, political, social and creative developments, which increase the desire of most institutions to pay attention to the psychological aspect of employees by enhancing their psychological capital and creating an appropriate and successful work environment with its continuous development to contribute to increasing their motivation and efficiency and make them feel satisfied and provide them with hope and determination, in addition to Helping them control their behaviors and emotions and withstand challenges, problems and pressures by focusing on employing the psychological capabilities represented by psychological capital at work and enhancing the contextual performance of employees, which increases their competitive strength among competitors, so organizations need

their regular and human capital, but at the present time it is not Organizations are satisfied with them only to obtain a sustainable competitive advantage, so they need their psychological capital and its reinforcement. The measurement and evaluation of inputs and outputs are no longer appropriate criteria to determine the position of the institution, but rather the human psychological resource has become the effective resource to achieve the competitive equation

Where psychological capital works to develop and improve the capabilities of individuals working within their organization by developing their view of the environment in which they work, through the four dimensions of psychological capital.

In addition to developing the contextual performance of its employees and the ability to face challenges and competition, employees who are able to commit and are emotionally connected to their work and have a spirit of organizational citizenship and who are willing to carry out voluntary tasks that have no financial but moral reward are difficult to obtain, and this represents one of the research problems, so the organization works on Consolidating these features in the current employees, enhancing and maintaining them.

The second axis : methodology side

Research problem :

The increasing challenges and conditions of intense competition, as well as the rapid changes and events that took place and are taking place in the Iraqi competition environment, called for the organizations' need to adopt relatively modern administrative concepts and pay attention to them in terms of psychological capital and contextual performance, because working individuals who suffer from poor mental health. Attention has been focused on the concept of psychological capital so that working individuals can carry out their duties to a greater extent than the requirements contained in the job description, by highlighting contextual performance behaviors that support and strengthen organizational performance in general. Hence, the problem of the current study crystallizes in its need to obtain answers to many questions that can be summarized as follows:

- 1.The level of contextual performance of the organization in question?
- 2.Is there a statistically significant relationship between psychological capital and contextual performance?
- 3.Is there a statistically significant effect of psychological capital and contextual performance?

research importnace :

1.The importance of the study comes from the importance of the variables it dealt with in the Iraqi work environment, as it deals with one of the most important contemporary issues in administrative thought.

2.Contribute to providing new data and information in the field of psychological capital and contextual performance through the findings and recommendations of the study.

3.Shedding light on the most important variables affecting the performance of institutions, which is the individual being the actor and the main focus of the development process and trying to gain his loyalty and commitment.

4. Determining the nature and type of the relationship between psychological capital and contextual performance, which enables future studies to measure the nature and type of this relationship on other samples.

5. The importance of deepening the psychological and behavioral aspect of the workforce to motivate workers to adopt this type of voluntary behavior, as the need for

the prevalence of this type of behavior in work environments increases to conform and adapt to the variables and challenges of the twenty-first century.

research aims:

The main objective of the study is to investigate the relationship and influence between (psychological capital and contextual performance). Within the framework of the study problem and its importance, its objectives can be summarized as follows:

1. Recognize the effect of psychological capital on contextual performance.
2. Presenting a conceptual framework for the study variables.
3. Identifying the availability of psychological capital behaviors and contextual performance among workers in the Diwanayah dairy factory
4. Reaching a set of conclusions and recommendations that contribute to the development of voluntary behavior and the spirit of commitment and belonging among the employee in the institution.

The second axis: the theoretical side

The concept of psychological capital:

In recent years, the term psychological capital has emerged as a commonly used term with increasing adoption by practitioners. In order to understand this term, we will look at a number of different definitions and better over the years and through the viewpoints of a number of researchers.

The concept of psychological capital appeared idiomatically as a modern concept as mentioned earlier by a group of psychologists and organizational behavior in response to the challenges faced by organizations, so it was addressed in the field of management research and organizational behavior, where (Sameer, 2018:79) explained psychological capital on It stems from the positive organizational behavior that looks for the positive aspects of the workers instead of focusing on their negatives. (Gupta et al., 2019:3) In addition, psychological capital is linked to employee attitudes such as survival intentions, satisfaction and job commitment. Employees who enjoy a high degree of psychological capital are more empowered than others, which leads to less turnover and less absenteeism. Training interventions have a role in developing it, making it a useful and tangible building that can influence individuals and entire organizations in a positive way. On the other hand, psychological capital refers to the positive psychological state of the individual in the process of growth and development. Key elements include hope, optimism, perseverance, and self-efficacy. Studies have also shown that hope, optimism, perseverance, and self-efficacy have significant positive predictive effects on post-traumatic growth, that is, whenever the organization encounters difficulties and enters into a shock after which these four elements work to reduce the impact of that shock, according to a study (Li & Qin, 2020:1055). 1056) As for (Cid, 2020:64) it also did not differ from the four elements that are key to psychological capital (self-efficacy, hope, optimism and resilience), and considered psychological capital as a construct that refers to "who you are and who you will become", in the sense of openness on the development of the psychological state. This definition seeks to distinguish psychological capital from the concepts of human capital, or "what is known" (competencies), and social capital, or what is known" (the network of relationships). Also between 3: (Xu et al., 2021) that capital Psychological money (PsyCap) is an intrinsic positive and developmental state consisting of the four characteristics that most researchers agreed upon as discussed above: (1) hope while one perseveres toward one's goals; (2) effectiveness and confidence in one's competence; (3) resilience in adversity; (4) Optimism about success (the hero) (Purwanto, et al., 2021:3,4) and his colleagues viewed psychological capital as a personal trait that can affect the innovative behavior of the individual and thus will enhance the innovation of the members of the organization.

Based on the definitions presented of the concept of psychological capital, we conclude that it is the positive psychological growth of the individual that includes having self-confidence in achieving success in difficult tasks because he feels positive about the present and the future, which is reflected in the continuous perseverance in directing the path towards goals (success).

The importance of psychological capital

The success of an organization and the ability to achieve its goals depends on the psychological and physical participation of human resources (workers, employees, managers, etc.) for self-realization from personal life to working life. (Çavuş& Gökçen, 2015: 244) It is believed (Abbas & Raja, 2015: 131) that individuals with Positive psychological capital puts intentional efforts to produce creative ways to achieve goals, since it is a positive organizational change related to creativity. Individuals can develop new paths (hope) to achieve their goals by having the confidence necessary to reach the desired goals using alternative paths (hope), have positive attribution and expectations for the future (optimism), and are able to bounce back from setbacks (resilience) in case of any difficulty or failure that may arise. It occurs (Madrid et al, 2019: 1). (Baron et al., 2016:747) and colleagues state that psychological capital is associated with many important outcomes in work settings, such as superior performance, positive work-related attitudes (eg, job satisfaction, organizational commitment), and lower turnover. It appears to provide individuals with the mental toughness to deal effectively with job-related demands. For example, individuals with high self-efficacy believe that they can achieve everything they set out to accomplish – and that they can, basically, get the job done.” This may help reduce experience stress, which often includes a perception of being unable to cope or feeling overwhelmed. (Efilti & cekar, 2019: 413) (Taştan, 2016: 103) finds that psychological capital gained its importance through research studies and proposals of Seligman (2002) and his book “Real Happiness” in which he focused on strengths rather than weaknesses, health and vitality Rather than the illness and disease of individual work, psychological capital transcends human capital and social capital and essentially reflects “who the individual is” in the workplace rather than what he or she knows (Maldonado & Salanova, 2018: 12) believes that psychological capital is directly related to satisfaction, which Highlights its importance For this reason, a higher level of psychological capital means higher levels of happiness, satisfaction, psychological well-being and thus the achievement of goals.

Dimensions of psychological capital

1- hope

Hope is one of the terms that is difficult to define despite its ease, as (Zammitti et al., 2019: 148) indicated that it is a positive motivational state that depends on goal-directed energy and planning to achieve it. Hope is also considered as perseverance and striving to achieve goals, and reorienting paths towards success (Finch et al, 2020: 3). In addition, hope is considered to be the individual’s awareness of his abilities that help him identify alternatives that lead to achieving goals. But from the researcher's point of view,

Hope: Hope is a positive feeling that shows the extent of the individual’s belief in his abilities to achieve the goals he aspires to achieve through strong will and work to create clear paths that lead to those goals.

2- Self-efficacy

The scientist (Bandura) 1977 developed a clarification of the concept of self-efficacy as the self-confidence of the individual, as he makes the motives, sources of perception, and necessary actions the key to success in carrying out a specific task and under certain environmental conditions. They have a lot of challenges and are dedicated to accomplishing these tasks (Am & Bodur, 2020: 2), On this basis, the researcher suggested:

Self-efficacy: It is the degree to which an individual can prove himself and his efficiency at work by successfully performing difficult tasks and achieving continuous achievements, in addition to learning from mistakes and acquiring a clear skill that distinguishes him from others. individuals.

3- Optimism

Optimism is a set of positive feeling towards future events and the positive expectation of these events and the extent to which they may occur, in addition to a method that personally explains positive events, while negative events are considered as temporary and external events (King & Caleon, 2020:7), Thus, optimism is not only a prediction of good things, but depends on the reasons that the individual uses to explain events in the present and the future. Here, optimism is different from the concept of focusing on opportunities. It means adapting to events. Optimistic people have a positive view of their future at work, and this increases their

confidence in future results and a positive view of them, whether positive or negative. As for pessimists, they believe that negative events are sustainable (Madrid et al., 2017:3). And the procedural definition of researchers

Optimism: A positive feeling about future events and the expectation of the best. Optimism stimulates the completion of work and raises morale, in addition to analyzing failures as temporary and can be learned from them. Optimism is more realistic than imaginary, this in turn enhances the psychological capital in the organization.

4- Flexibility

Both (Grobler & Joubert, 2018:3) describe flexibility as one of the dimensions of psychological capital as the ability to bounce back in order to achieve success when affected by difficulty and problems in the workplace, they view the assets of flexibility as protective factors used to reduce risks within the individual and his environment. The origins of resilience may include spirituality, cognitive ability, a sense of fun, a positive outlook on life, initiative, and emotional stability (Dhir & Sharma, 2020:111). On the other hand, resilience risk factors predict poor adaptation or negative outcomes and can include fatigue, stress, lack of training and knowledge, and unemployment because it is not only the ability to bounce back from adversity, but also highly challenging events such as a change in job responsibilities. Dimensions: focus on assets, focus on risk and focus on operations. (Goertzen & Whitaker, 2015:776). On this basis, the researcher suggested:

Flexibility: It is a preventive ability to work to reduce risks, overcome problems and adapt to difficulties with limited resources, as organizations that overcome crises professionally are more growth and prosperous than others, and this in turn depends on leaders and their abilities, high flexibility is an indication of a high level of Psychological capital in the organization.

The concept of contextual performance

that contextual performance includes activities such as helping and cooperating with others, following organizational rules and procedures even when you are personally uncomfortable, endorsing, supporting and defending organizational goals, continuing with extra enthusiasm when necessary to complete tasks for success, and volunteering to perform task activities that are not formally part of the job Han et al., 2015:428)

Contextual performance (including citizenship performance) revolves around the different activities that provide support in terms of organizational, social and psychological contexts for the performance of tasks (Tufail et al., 2016: 501).

Contextual behavior is defined as “a set of personal and volitional behaviors that support the social and motivational context in which organizational work is performed.” (Malik, 2018:5)

Contextual performance can also be clarified according to (Aryani & Widodo, 2020: 2071) that it includes those behaviors that contribute to the effectiveness of the organization by providing a good environment in which task performance can occur. Contextual performance includes behaviors such as the following:

- a. Insist on enthusiasm and put in extra effort as necessary to successfully complete assignment activities.
- B. Volunteering to do important activities that are not formally part of the job.
- T. Helping and cooperating with others.
- d. Follow regulatory rules and procedures.
- c. Acknowledgment, support and defense of the organization's goals.

In addition, it can be noted that contextual performance consists of two distinct aspects: dedication to work and personal facilitation. Describe job dedication as behaviors that reflect discipline, effort, and enthusiasm at work, such as staying up late and looking for extra tasks. On the other hand, individuals with a high degree of

personal convenience are more likely to praise, comfort, and support others in the workplace, which is assumed to reflect distinctive traits and socially desirable traits (Sante et al., 2021:93).

Features of contextual performance

Contextual performance is characterized by a set of characteristics and benefits that can be summarized as follows:

a. It includes discretionary behaviors such as voluntarily carrying out tasks, helping and cooperating with colleagues. These tasks are not generally considered part of an official role and are not directly or explicitly recognized by compensation systems, however they contribute to maintaining social order by facilitating the achievement of goals Rodriguez et al, 2018: 64). (Dongrey & Rokade, 2021:3).

B. Contextual performance is performed by any member of an organization regardless of his or her position in that organization. (Pradhan et al, 2017:448)

T. Oriented towards a member, whether an individual or a group, and interacts with it during his organizational role (Pradhan et al, 2017: 448)).

d. Contextual performance depends on the atmosphere of the group such as participating in overtime, experiencing excess energy, cooperating with others, some help following principles and order, and supporting and protecting the group. The basics of the profession usually do not meet, so one may skip what is formally required (Pradhan et al, 2017: 448)).

c. It refers to the expected overall peak of the individual's behavior. Some behaviors have repercussions on both the production of products and services, as well as the maintenance and enhancement of the technical, psychological and social context of work (Rahman, 2020:4).

h. One of the contextual performance behaviors is that it deviates from job performance behaviors and is represented by personal facilitation and job dedication behavior (Godbless et al, 2020:27) and (Sherwani, 2018:4863) added to these behaviors positive organizational behavior, additional role, nondescript behavior, organizational citizenship behavior and organizational spontaneity, For his part (Aryani & widodo, 2020: 2072), he emphasized enthusiasm, extra effort, support and defense of goals, in addition to volunteering to carry out important activities that are not officially part of the job.

The importance of contextual performance

(Hart et al., 2002:9) suggests five separate importance of contextual performance. Three of these importance focus on individual employee behavior and two relate to employees' opinions about the behavior of their work teams: (coworker assistance, customer-individual orientation, turnover intentions, and customer orientation). Team, innovation. The proposed dimensions of contextual performance according to (Hetzler, 2007:9) included (volunteering, perseverance in accomplishing tasks, helping and cooperation, following the rules of the organization, advocating, supporting and defending the goals of the organization). (Carlson et al., 2008:2) identified two dimensions of contextual performance: (dedication to work and interpersonal facilitation). The contextual performance dimensions (Han et al., 2015:433) included: (This employee often takes the initiative to solve a work problem, this employee often volunteers to do an additional task, and this employee often helps others get their work done) . As for Durrah et al., 2014:17)), he indicated that the two dimensions of contextual performance are: (organizational citizenship and organizational commitment). For his part, ÇETİN & KUMKALE, 2018:232)) he defined contextual performance dimensions as follows: (voluntary, self-assertion, helping, obeying the rules and being supportive of the organization). (Alibegovic et al., 2009: 52) does not differ in his study from others on the dimensions of contextual performance, presenting a one-dimensional model in the scale of his study and indicative of two important aspects: facilitation and sincerity in work because they help maintain the social and personal environment required to perform effective tasks within the organization This, in turn, improves morale, enhances cooperation, and assists co-workers in their tasks. Which the current study focused on this scale because it carries a large aspect of validity and reliability across a wide range of organizations with different national cultures.

The third axis: the practical side**First: a description of the study variables**

This paragraph introduces the reader to the variables of the study by describing the variables with a set of symbols, to overcome the difficulties in front of the reader to understand the level of interpretation and analysis in the aspect of (psychological capital, quality of work life, contextual performance), in addition to building a broad awareness of the importance of these variables.

Table (1)**Characterization and coding of the study variables**

Dimensions	Paragraphs	Code
psychic capital		PCQ
Self-efficacy	6	PCSE
Optimism	6	PCOP
Hope	5	PCHO
Flexibility	5	PCRE
contextual performance		COPE
one dimensional	15	

Second: To test the moderation of the study variables

The study variables, according to the results of the table (1), obtained normal statistical parameters higher than (0.05), which means that the withdrawn data are subject to a normal distribution and this allows the use of parametric statistics in the analysis and testing, and this shows that the withdrawn data spread similarly to the bell shape, in other words that the value The significance of the Klumgrove-Siemenrov test is higher than (0.05), and accordingly, it can be said that the data entered for the analysis follow a normal distribution.

Table (2)**Moderation results of the study variables**

Variables	(Kol-Smi)a test		researcher's decision
	regression parameter	Probability	

psychic capital	0.065	0.200 *	It is distributed normally
contextual performance	0.055	0.200*	It is distributed normally

Source: Prepared by the researcher based on the program (SPSS.V.27)

Third axis : The stability test of the measuring instrument

The reliability test is one of the important factors or characteristics that must be available for the validity of the use of a particular scale, which means that the scale is reliable and reliable. The reliability and validity are related to the extent to which the scale provides a stable and consistent result. It will give the same result, and the scale has high credibility in consistency if its elements measure the same structure (Taherdoost, 2016: 33). The test is less than (60%), then this is a weak indicator of stability, but if it is higher than (60%), then this is an acceptable indicator, while if its value exceeds (70% or more), the percentage of stability is strong (Sekrana, 2003: 311) The table (2) shows the stability coefficients for the study variables and dimensions, as follows:

1. In general, the measurement tool obtained a strong correlation coefficient between the two parts of the questionnaire of (0.793) to show the consistency of the response of workers in the Qadisiyah Dairy Factory, as well as the stability of the measurement tool according to the half-segmentation coefficient of (0.920) at (43) individual items, and (0.957). By (44) pairwise items, and the measuring tool items had a Spearman-Brown correlation coefficient of (0.818), to indicate the compatibility of the measuring instrument items and their relevance with the responses of workers in the factory, and finally the credibility of Cronbach's alpha coefficients was concluded with the Cotman's half-breaking coefficient with a strength of (0.805). .

2. The dimensions of psychological capital in general obtained a fairly high stability of (0.933), by (22) items distributed on four dimensions (self-efficacy, optimism, hope, and flexibility), with varying stability shown by (0.750, 0.780, 0.846, 0.791), respectively, indicating the consistency and consensus of the opinions of the workers in the studied factory towards the items of the measurement tool.

3. The contextual performance items in general showed a fairly high stability of (0.867), by (15) items, indicating the consistency and consensus of the opinions of the workers in the studied factory towards the items of the measurement tool.

Based on the foregoing, it can be said that the paragraphs of the measurement tool according to the transverse Cronbach alpha coefficients in the table below are characterized by relative stability and credibility, to indicate the possession of these paragraphs and their suitability with the responses of workers in the Qadisiyah Dairy Factory.

Table (3)

Reliability coefficients for study variables and dimensions

Dimensional	Paragraphs	Cronbach's coefficients alpha
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psychic capital			0.933
Self-efficacy	6		0.750
Optimism	6		0.780
Hope	5		0.846
Flexibility	5		0.791
contextual performance			0.867
The correlation coefficient between the two parts of the resolution			0.793
Fragmentation half-factor	43	Individually	0.920
	44	my husband	0.957
Spearman Brown Laboratories			0.818
Cotman's Hash Factor			0.805

Source: Prepared by the researcher based on the program (SPSS.V.27)

Fourth axis : Presentation of the study data, its description, analysis and interpretation

The Independent Variable: Psychological Capital

Table (3) shows that the psychological capital variable as a whole obtained a coefficient of variation (19%) and an arithmetic mean oriented towards neutral of (3.15) and with a moderate answer level and a standard deviation of (0.601), and this is due to the awareness of the workers in the Qadisiyah Dairy Factory of the importance of flexibility in work from During the construction of protective factors used to reduce risks within the individual and his environment, and this is between a relative interest of (63%), as it showed an arithmetic flexibility dimension equal to (3.26) and a standard deviation of (0.652) and a coefficient of variation of its value (20%), and a relative importance of (65). %), as it was clear from the sample answers that there is an interest on the part of the workers in the studied factory, especially towards improving the motives and sources of perception and the actions necessary to achieve success in implementing a specific task and under certain environmental conditions. (3.17) and a standard deviation of (0.651) with a relative importance of (63%), and the results showed a weakness in the factory management towards the individual's awareness of the abilities he possesses that help him identify alternatives that lead to achieving the goals, and this was shown by the dimension of hope, as it represented Its coefficient of variation (23%), with an arithmetic mean equal to (3.08),

with a standard deviation of (0.711) and a percentage (62%), and figure () shows the distribution of descriptive statistics for the psychological capital variable.

Table (4)

Distribution of descriptive statistics for the psychological capital variable

Dimensions		Arithmetic mean	the direction of the answer	standard deviation	Relative importance	Variation coefficient
1	Self-efficacy	3.17	neutral	0.651	63%	21%
2	optimism	3.08	Neutral	0.67	62%	22%
3	Hope	3.08	Neutral	0.711	62%	23%
5	Flexibility	3.26	Neutral	0.652	65%	20%
The overall averages of the psychological capital variable						
Arithmetic mean		Arithmetic mean	0.601	standard deviation		
Relative importance		Relative importance	19%	Variation coefficient		

Source: Prepared by the researcher based on the program (SPSS.V.27)

Dependent variable: contextual performance

The contextual performance variable as a whole, as shown in the table (4), showed a coefficient of variation (17%) and an arithmetic mean oriented towards neutral of (3.21) and with a moderate answer level and a standard deviation of (0.557), and this is due to the awareness of the workers in the Qadisiyah Dairy Factory of the importance of encouraging workers to Develop their skills and expertise in overcoming obstacles in order to complete the tasks in the required manner, and this is between a relative interest of (64%), as the thirteenth paragraph achieved an arithmetic mean equal to (3.6) and a standard deviation of (0.84) and a coefficient of variation of its value (23%), and the importance of A percentage of (72%), as it was clear from the sample

answers that there is an interest on the part of the workers in the studied factory, especially towards motivating the workers to work with all their energy in order to provide the best performance that enhances the productivity of the factory, as the fifteenth paragraph achieved a coefficient of variation of (24%)) an arithmetic mean of (3.52) and a standard deviation of (0.838) with a relative importance of (70%). The results also showed a weakness in the factory management towards encouraging workers to support their colleagues at work in order to avoid falling into problems and their failure to participate in finding appropriate solutions in case Sign them with it, and this is what the third paragraph indicated Intention, as it represents its coefficient of variation (34%), with arithmetic mean equal to (2.98), standard deviation (1), and a percentage (60%). Figure () shows the distribution of descriptive statistics for the contextual performance dimension.

Table (5)

Distribution of descriptive statistics for the contextual performance variable

Paragraph		Arithmetic mean	the direction of the answer	standard deviation	Relative importance	Variation coefficient
COPE1	I commend my colleagues when they succeed	3.14	neutral	0.973	63%	31%
COPE2	I support my colleagues when they face a personal problem	2.98	neutral	1	60%	34%
COPE3	Consult my colleagues in taking important measures.	3.28	neutral	0.885	66%	27%
COPE4	I say things that make people feel good about themselves	3.16	neutral	0.984	63%	31%
COPE5	Encourage others to overcome their differences	3.02	neutral	0.993	60%	33%
COPE6	I treat all my colleagues and other employees fairly	3.24	neutral	0.942	65%	29%

COPE7	I tend to help my colleagues without being asked	3.01	neutral	0.983	60%	33%
COPE8	I put in extra hours to get work done on time	3.01	neutral	0.91	60%	30%
COPE9	Always pay attention to the important details	3.18	neutral	0.887	64%	28%
COPE10	I seek work that I feel is challenging	3.09	neutral	0.93	62%	30%
COPE11	I always practice personal discipline and self-control at work	3.08	neutral	0.953	62%	31%
COPE12	I take the initiative to solve work problems	3.39	neutral	1.017	68%	30%
COPE13	Always insist on overcoming obstacles to complete the mission	3.6	neutral	0.84	72%	23%
COPE14	Excited while tackling a difficult problem	3.51	I agree	0.956	70%	27%
COPE15	I work harder than usual/necessary	3.52	I agree	0.838	70%	24%
The overall equations for the contextual performance variable						
Arithmetic mean		Arithmetic mean	0.557	standard deviation		
Relative importanc		Relative	17%	Variation coefficient		

	importanc		
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Source: Prepared by the researcher based on the program (SPSS.V.27)

Fifth axis : Hypothesis testing

The first main hypothesis:

The meaning of the first main hypothesis (there is a statistically significant correlation between psychological capital and contextual performance)

Table (5) indicates the existence of a strong, positive, statistically significant correlation between psychological capital and contextual performance of (0.591), which means that workers in the studied factory are aware of the importance of strengthening the relationship between psychological capital practices and contextual performance, and stems from the main hypothesis the following sub-hypotheses:

The first sub-hypothesis:

The meaning of the first sub-hypothesis (there is a statistically significant correlation between the self-efficacy dimension and contextual performance)

Table () shows that there is a statistically significant correlation between the dimension of self-efficacy and contextual performance and its value (0.533), which is a positive direct relationship, which means that the workers in the studied factory realize the importance of improving the relationship between the dimension of self-efficacy and contextual performance in order to encourage workers to take responsibility in developing factory performance.

Second sub-hypothesis:

The meaning of the second sub-hypothesis (there is a statistically significant correlation between the dimension of optimism and contextual performance)

Table () indicates that there is a significant statistically significant correlation between the dimension of optimism and contextual performance, which amounted to (0.507), which is a positive direct relationship, which means that the workers in the studied factory realized the importance of improving the relationship between the dimension of optimism and contextual performance in order to adapt to events. their future at work.

The third sub-hypothesis:

The meaning of the third sub-hypothesis (there is a statistically significant correlation between the dimension of hope and contextual performance)

Table () shows that there is a significant statistically significant correlation between the dimension of hope and contextual performance, which is (0.585), which is a positive direct relationship, which means that the workers in the studied factory are aware of the importance of the capabilities and skills that can be used in order to determine the best alternatives to enhance the contextual performance of the factory.

Fourth sub-hypothesis:

The meaning of the fourth sub-hypothesis (there is a statistically significant correlation between the flexibility dimension and contextual performance)

It is noticed from the results of the table () that there is a statistically significant correlation between the dimension of flexibility and contextual performance of (0.490), which is a positive direct relationship, which means that the workers in the studied factory realize the importance of using spiritual flexibility, cognitive ability, sense of fun, positive outlook on life, initiative and emotional stability.

Based on the foregoing, it is possible to accept the validity of the first main hypothesis which states (there is a statistically significant correlation between psychological capital and contextual performance), which means that the workers in the Qadisiyah Dairy Factory realize the importance of paying attention to these variables.

Table (6)

Matrix of the correlation between psychological capital and contextual performance

Variables	Self-efficacy	Hope	Optimism	Flexibility	Psychological Capital
contextual performance	.533**	.507**	.585**	.490**	.591**
	N=152	**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Prepared by the researcher based on the outputs of (SPSS.V.27)

The second main hypothesis:

The meaning of the second main hypothesis (there is a significant statistically significant effect of psychological capital on contextual performance)

To test this hypothesis, a structural model was drawn for the effect of psychological capital on contextual performance, and figure (1) shows an interpretation of the direct structural structure of psychological capital in contextual performance, as the table (6) shows that the more workers in the studied factory realize the importance of psychological capital, the more this leads to Improving the contextual performance of the factory, in other words, increasing the psychological capital by one standard weight leads to an improvement in contextual performance by (0.414) and with a standard error (0.061), which means that the workers in the studied factory realize the importance of the impact of psychological capital on contextual performance by improving all The positive psychological aspects that characterize the individual in the organization and that help him achieve success in his personal and professional life.

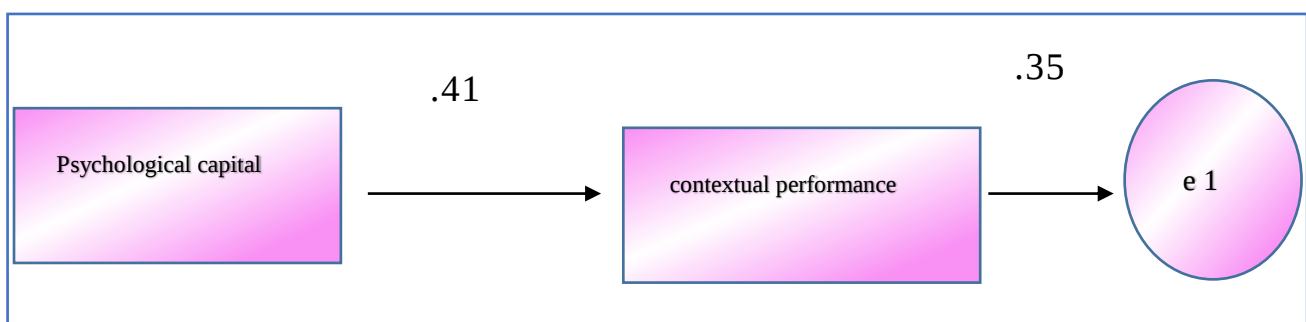


Figure (1)**The structural model of the impact of psychological capital on contextual performance**

Source: Prepared by the researcher based on the outputs of (AMOS.V.26)

Psychological capital contributed to explaining its value (0.349) of the variation in contextual performance, while the remaining value of (0.651) is due to variables outside the limits of the study.

Table (7)**results of the direct impact of psychological capital on contextual performance**

Path			Standard grade	standard error	critical value	Value s R ²	Sig.
psychi c capital	- <--	contextua l performance	0.414	0.061	6.787	0.349	0.001

Source: Prepared by the researcher based on the outputs of (AMOS.V.26)Fourth topic: conclusions and recommendations

First: the conclusions

1. There is an interest on the part of the management of the studied factory, especially towards setting goals and plans aimed at formulating the best strategies in order to improve the psychological capital of employees, and this contributed to finding appropriate ways to improve performance and evaluate its low performance among some workers.

2. The management focus on developing its interests towards developing a sense of confidence in achieving the goals that the factory seeks to achieve in the long run, and this contributed to the development of their creativity by completing the work entrusted to them in different ways

3. It was found through the theoretical framework that the adoption of the concept of psychological capital in factories and institutions helps in improving the performance of workers and developing their productive capabilities in order to provide goods and services of high quality and distinctive.

4. The results also showed a clear relationship between psychological capital and contextual performance, and the researcher attributes this to the fact that the psychological state of the individual can affect his contextual performance at work, and this result is consistent with the results of the questionnaire that was distributed.

Recommendations:

1. . The necessity of investing in psychological capital, as it has a greater return compared to investing in traditional capital, as it constitutes a strength as well as a competitive advantage through:

- ✓ Working on giving workshops on psychological capital and how to reach confidence, hope, optimism and flexibility.
 - ✓ Providing psychological comfort to the employee at work and replacing punishment with reward, for example rewarding him if he does not make a mistake.
2. The need for the factory to pay more attention to psychological capital, to spread its concept among the employees in the factory, and to train to develop its dimensions.
 3. Involve employees in planning and decision-making because of its impact on developing the dimensions of psychological capital.
 4. Work to address the negative effects resulting from working under pressure for long periods, because of its negative impact on psychological capital.
 5. Replacing the principle of management by trust with the principle of management by intimidation
 6. It is necessary for the factory to take the study sample into account the importance of contextual performance in improving the quantity and quality of work performance, and that its interest is not limited to the performance of the task only, and that it takes the initiative to improve contextual performance through:
 - ✓ Developing and cultivating the spirit of organizational citizenship among the employees in the factory through holding meetings and seminars that support this topic and taking into account the determinants of this feeling.
 - ✓ Increasing the level of employees' commitment to the factory through the management's focus on raising their awareness of the sense of responsibility towards their organization and the role of this feeling in enhancing their practical and psychological.

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supplement(2)

survey form

Ministry of Higher Education

and Scientific Research

College of Administration and

Economics

Department of Business

Administration

m / questionnaire

My honorable brother, the respondent....

Peace be upon you and the mercy and blessings of God

We put in your hands a tool to measure the variables adopted to accomplish our tagged study The effect of psychological capital on contextual performance, and it is part of the requirements of the Master of Business Administration program, so we ask for your assistance in filling out the questionnaire that is in your hands by marking (7).) in the box that you think fits the criteria (totally agree, agree, neutral, disagree, totally disagree) and that the success of this research depends on the degree of your response to the accuracy and objectivity represented by the answers, hoping that this questionnaire will produce results that serve the process of scientific research in our country in general. And your organization in particular. Note that there is no need to mention the name, as this questionnaire is used for scientific purposes only.

You have our utmost appreciation and respect. We wish you continued success and success

main variables	Number of subparagraphs		used scale
Psychological Capital Scale (PCQ)	Self-efficacy	6	(sapyaprapa et al,2013:397)
	optimism	6	
	Hope	5	
	Flexibility	5	
Contextual performance	one-dimensional	15	(Alibegovic et al., 2009:52)

The second part

study variables

First:- Psychological capital:

It is the positive psychological growth of the individual that includes having self-confidence in achieving difficult tasks because he feels positive about the present and the future, which is reflected in the continuous perseverance in directing the path towards goals.

Paragraph		Strongly agree	I agree	neutral	I do not agree	Strongly disagree
1- Self Efficiency: Self-efficacy has also been defined (Nguyen&Ngo,2020:270) as a general assessment of what an individual deserves, in addition to being the most widespread and most important mechanism as people believe that they can reach the desired results. And prevent unwanted results through their actions.						
1	I feel confident in analyzing a long-term problem to find a solution(+).					
2	I feel confident contacting people outside the					

	company (e.g., suppliers, customers) to discuss problems(+).					
3	Although supervisor assigns me an extra job which I never had done it, I still believe in my ability that I can do it(+).					
4	I am confident in my performance that I can work under pressure and challenging circumstances(+).					
5	I feel confident that I can accomplish my work goals.					
6	If organizations transform new working system which is difficult to understand, I am still confident that I can learn new things from this system(+).					
2- Optimism: It is a group of positive feelings towards future events and the positive expectation of these events and the extent of their possibility, in addition to a method that interprets positive events personally, while negative events are considered as temporary and external events (King & Caleon, 2020:7)						
7	I'm optimistic about what will happen to me in					

	the future as it pertains to work(+).					
8	At work, I always find that every problem has a solution. (+)					
9	I believe that all the problems occurring at work always have a bright side					
10	If I have to face with bad situation, I believe that everything will change to be better(+).					
11	believe that success in the current work will occur in the future. (+).					
12	I always stuck with the problem and found that the problem cannot do anything(-).					
3- Hope: A positive motivational state based on goal-directed energy and planning to achieve it. Hope is also considered as perseverance and striving to achieve goals, and redirecting paths towards success (Finch et al, 2020: 3).						
13	At the present time, I am energetically pursuing my work goals(+).					
14	I have several ways to accomplish the work					

	goal. (+)					
15	When I found that my performance appraisal was less than the expected goal, I am trying to find the ways to improve, and then start to do better(+).					
16	Now, I feel that I am energetic to accomplish the work goal(+).					
17	When I set goals and plan to work, I will be concentrated to achieve the goal. (+)					
4- . Flexibility: It is an internal means to gain the ability to deal with challenges in a way that enables restoring determination to overcome the obstacles with limited resources. (FOODY & KulDAS, 2021: 2)						
18	I usually manage difficulties one way or another at work(+).					
19	I usually take stressful things at work in stride(+).					
20	Although my work is failed, I will try to make it success again(+).					
21	Although too					

	much responsibility at work makes me feel awkward, I can go through to work successfully. . (+)					
22	.When I faced with disappointment at work, “I fell but I could quickly get through”. (+)					

Second: Contextual performance:

It is the secondary performance that facilitates job performance, achieves general goals, increases the effectiveness of the organization, and improves the psychological and social environment, through organizational citizenship behaviors, cooperation and volunteering for informal work and other contextual performance behaviors, but it is not rewarded formally, but is supported in a moral way.

	Paragraph	Strongly agree	Agree	neutra	I do not agree	Strongly disagree
23	I commend my colleagues when they succeed.					
24	I support my colleagues when they face a personal problem					
25	Consult my colleagues in taking important measures.					

26	I say things that make people feel good about themselves					
27	Encourage others to overcome their differences					
28	I treat all my colleagues and other employees fairly.					
29	I tend to help my colleagues without being asked.					
30	I put in extra hours to get work done on time					
31	Always pay attention to the important details.					
32	I am seeking work that I feel is challenging.					
33	I always practice personal discipline and self-control at work.					
34	I take initiatives to solve work problems					
35	Always insist on overcoming obstacles to complete the mission					
36	I am excited to solve any difficult problem					
37	I work harder than usual/necessary					

