

The Moderating Effect of Intrinsic Motivation on the Relationship between Psychological Capital and Organizational Citizenship Behaviors

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ABSTRACT

The present study was conducted to measure the intrinsic motivation effects on the relationship between psychological capital (PsyCap) and organizational citizenship behaviors (OCBs). Data were gathered from (335) employees working in Telecom Egypt Company in Cairo. The factual examination confirmed that the estimation scales utilized met the worthy gauges of validity and reliability analysis. Our results revealed that psychological capital is significantly correlated to organizational citizenship behaviors. Moreover, there are mediating effects of intrinsic motivation on the relationship between Psychological Capital and Organizational Citizenship Behaviors. Thus, the intrinsic motivation of the individual - as a mediator – may have a significant effect on the relationship between psychological capital

of the individual and organizational citizenship behaviors in the studied companies. Additionally, it was concluded that the vital role of psychological capital (PsyCap) and organizational citizenship behaviors (OCBs) in attracting and up regulating the work environment conditions concerned with psychological capabilities and power of individuals outcomes, relation to their jobs, productivity, and desire to provide more tasks than that required in their basic role and defined in their job description.

Keywords: Psychological Capital, Organizational Citizenship Behaviors, Intrinsic Motivation

INTRODUCTION

The outstanding human element has become the way for organizations' excellence, competence and continuity in the face of global competition, the tremendous development of information technology and communications, and the proliferation of alliances and mergers between organizations. So, organizations need to recruit people that have a high flexibility, creativity, innovation and effective contribution behavior to execute its goals and competitiveness (Jassim, 1998). In these circumstances, the organizations should focus on positive human strengths that can be developed for their performance impact. Psychological capital is a viable resource in this context because it makes people have strength and ability to counter an upcoming problems with a positive features such as self-efficacy, optimism, hope, and resilience (Hodges, 2010). Organizational citizenship behaviors improve the effectiveness and efficiency of organizational performance (Sadeghi, et al. 2016; Lee & Allen, 2002). Employee who behaves like a good citizen within the organization are expected not only to perform his/her obligation but also can does

other positive behaviors that can boost the success of the organization where he/she works (Korkmaz & Arpacı, 2009).

Several studies have discussed the relationship between psychological capital and organizational outcomes with concern of the organizational citizenship behaviors; (Etebarian, et al., 2012; Pradhan et al., 2016; Mellão & Mónico ,2013; Kaplan & Bickes 2013) without any studies among the Egyptian community. In addition, few studies have examined the effect of intrinsic motivation on the psychological capital and also on the organizational citizenship behaviors.

This study aims to examine: 1) the relationship between psychological capital and organizational citizenship behaviors; 2) the intermediate effect of intrinsic motivation on the relationship between psychological capital and organizational citizenship behaviors in Telecom Egypt Company. It is expected that intrinsic motivation of the individual affects the relationship between psychological capital and organizational citizenship behaviors.

LITERATURE REVIEW AND HYPOTHESES

Psychological Capital

Psychological Capital (PsyCap) considered one of the main economic factors that influence the rate of productivity and attributed to positive psychology (Goldsmith, 1997). Seligman (2002) explained psychological capital based on positive psychology and positive organizational behavior through focusing more on individual's behavioral aspects than focusing on the problems. In addition, organizations must be interested in research that is focusing on psychological elements that triggers individuals positively. Avolio and Luthans (2006) believed that psychological capital represents "who you are" and "what you can become through positive development", and hence it differs from human

capital which expresses "what you know", and also differs from social capital which expresses "who you know", and differs from financial capital which expresses "what do you own." The concept of psychological capital highlights a series of capabilities possessed by individuals (Luthans et al., 2004); which create and promote a supportive working environment to study and apply the strengths of human resources that is directed positively, as well as to measure and develop its psychosocial abilities and manage it effectively to improve performance. Psychological capital has been identified in the form of a framework and dimensions by Luthans, Youssef and Avolio (2007) through their study of positive organizational behavior.

Psychological Capital (PsyCap) consists of four dimensions (self-efficacy, optimism, hope and resilience) which can be illustrated as follows: Self-efficacy: refers to an man or woman's self-assurance in their potential to mobilize their motivation, cognitive resources and courses of motion to be able to achieve excessive ranges of performance (Stajkovic & Luthans, 1998). Hope: represents the perseverance of working individuals towards achieving organizational goals, as well as individuals' ability to reorient paths to achieve goals (Luthans et al, 2008). Millard (2011) describes hope as the positive state of motivation and power that individuals draw from their perception of success and achieving goals; it is also characterized by continuation. Optimism can be representing our thoughts of the future constrained by a combination of negative emotions and positive emotions that making individuals frustrated or opposite with positive emotions increase their hope, respectively (Al-Kordawi, 2013). Moreover, Luthans & Youssef (2004) defined optimism as an interpretive pattern that refers positive events to several permanent and internal causes, and negative events to one specific, temporary and external situation. Optimists care about good things that happen

to raise their spirits, and they turn away from bad things that happen. Optimism therefore is linked to performance improvement (Martin et al., 2003). Moreover, resilience cited the capability of an individual to get better from adversity, uncertainty, risk or failure, and adapt to changing and annoying lifestyles demands (Masten & Reed, 2002; Tugade & Fredrickson, 2004).

The literatures of PsyCap have shown that psychological capital dimensions play a vital role in improving the attitudes, behaviors, and creative performance of employees (Sweetman et al. 2011; Wright et al., 2007; Luthans & Youssef, 2004). Companies should not only recruit the best talent, but also make sure that this talent inspires and empowers employees to apply their full potential in their work (Bakker et al. 2011). Additionally, it was found that dimensions of psychological capital (self-efficacy, optimism, hope, and resilience) are significantly correlated with performance and job attitudes; such as job Satisfaction, commitment, engagement and Employee Well-Being (Luthans et al., 2008; Luthans & Youssef, 2004; Youssef & Luthans, 2007; Luthans & Jensen, 2002; Peterson & Luthans, 2003 Luthans et al., 2006; Luthans et al., 2005).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) indicates to the voluntary behaviors of employees in the workplace to execute tasks not included in their job descriptions (Bateman & Organ, 1983; Smith et al., 1983). Furthermore, Organ (1988) defined it as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”.

These behaviors exceed the required performance stated in employees’ job descriptions and have a great benefit to both organizations and employees. Many studies proved that

organizations dependence on OCBs enhances the positive working environment and helps increasing organization productivity; reserving organizational resources; coordinating activities within and across work groups; enabling the organization to adapt more effectively to environmental changes; directing and assisting new employees to do their jobs; helping co-workers with a heavy workload; and discovering and optimal use of employees' potentials and capabilities, Increasing job relevant knowledge and expertise of employees.(Witt, 1991; Becker & Randall, 1994; Podsakoff, et al., 2000; Turnipseed & Rassuli, 2005; Ibrahim, 2014).

According to Organ, D. (1988) organizational citizenship behaviors include five types of behavior: (a) Altruism: behavior directed to help others within the organization in carrying out their job tasks without expecting any reward. (b) Conscientiousness: it expresses voluntary behavior that goes beyond the minimum functions of the official role of the individual (such as working extra hours without pay). (c) Courtesy: a behavior that aims to solve problems between employees, and between them and customers. (d) Sportsmanship: it expresses individual's desire to perform tasks required from him under any circumstances and without any complaint or grumbling. (e) Civic virtue: refers to individual's effective involvement in the organization and its interest (e.g. Making proposals that advantage the organization development).

Moreover, numerous studies have examined the connection among psychological capital and organizational citizenship behaviors. (George& Brief, 1992; Avey et al., 2008) found that there is a direct relationship between workers with a positive psychological conditions and intention to help co-workers or supervisors. (Smith et al., 1983) also noted that organizational citizenship behaviors are a positive attitude towards the organization. Therefore, Psychological capital can be regarded as one of the initiators of organizational citizenship behaviors.

(Ahmadizadeh et al., 2014) found that a positive organizational atmosphere for workers in the workplace or the positive feeling of employees is reflected in increased organizational citizenship behaviors.

Studies generally confirm that psychological capital is positively correlated with organizational citizenship behaviors (Shaheen, Sidra et al., 2016; Golestaneh, S. M., 2014; Pradhan, R. K. et al., 2016; Lather & Kaur, 2015). However, no Egyptian study has dealt with the relationship between psychological capital and organizational citizenship behaviors. This study aims to examine the relationship between psychological capital and organizational citizenship behaviors in Telecom Egypt Company.

Based on the previous discussion, the first hypothesis of the study could be stated as follows:

H1: Psychological capital has a positive relationship with organizational citizenship behaviors.

Intrinsic Motivation

In the framework of human self-understanding, motivation occupies a distinct place as a fundamental determinant of behavior. The performance of an individual is largely dependent on his/her motivation and its degree, in addition, the improvement in individual's behavior at the quantitative and qualitative levels is attributed quite a bit to motivation.

Intrinsic motivation is defined as the subjective factors influencing an individual's attitude, his/her strength, and his/her determination to act or work. An intrinsic motive is an internal state that directs behavior and causes it; any activity begins and continues because of motivation. Studies show that there is a strong correlation between intrinsic motivation and organizational citizenship behaviors (Saavedra & Kwun, 2000; Bolino, Turnley &

Bloodgood, 2002). Moreover, studies have found that intrinsic motivation is positively correlated with psychological capital (Siu, Bakker & Jiang, 2014; Ibrahim, 2014).

One of the important criticisms of the studies on the relationship between psychological capital and organizational citizenship is that most of these studies have tended to examine the linear relation with a limited estimation of the context effect, especially the variables that have a mediating effect on this relationship. For example, many studies haven't covered some important questions about the relationship between dependent and intermediate variables such as: "When does positivity matter more or less?". The present study suggests that there is an intermediate effect of individual intrinsic motivation on the relationship between psychological capital and organizational citizenship behavior (PsyCap and OCB). Therefore, the second objective of this study is to examine the intermediate effect of intrinsic motivation on the relationship between psychological capital and organizational citizenship behaviors.

Based on the previous discussion, the second hypothesis of the study could be stated as follows:

H2: Intrinsic motivation of the individual has moderating affects on the relationship between psychological capital and organizational citizenship behaviors.

Therefore, the current study was also applied on one of the most important sectors in Egypt, the telecommunications sector.

METHODS

Sample

A total of (335) surveys were distributed to employees working

in the branches of Telecom Egypt Company located in Greater Cairo Governorate (including Cairo, Giza and Qalioubya), 245 of which were retrieved with a response rate (73%). Table 1 shows the functional and demographic characteristics of the study sample.

Table 1: The Functional and Demographic Characteristics of the Study Sample

Characteristic		Frequency	Percentage%
Gender	Male	169	69.00
	- Female	79	31.00
Age	- From 20 to under 30	19	7.8
	- From 30 to under 40	127	51.8
	- From 40 to under 50	78	31.8
	- 50 years and over	21	8.6
Education Level	- PhD	0	0.0
	- Master	10	4.1
	- Diploma	74	30.2
	- BA	161	65.7
Career Level	- Sector Manager	13	5.3
	- Vice Sector Manager	3	1.2
	- Department manger	46	18.8
	- Supervisor	2	0.8
	- Employees	181	72.9
Years of Experience	- Less than 5 years	9	3.7
	- From 5 to under 10	23	9.4
	- From 10 to under 15	117	47.8
	- 15 years and over	96	39.2
Salary	- Less than 2000 EGP	12	4.9

Characteristic	Frequency	Percentage%
- From 2000 EGP to less than 4000	150	61.2
- From 4,000 EGP to less than 6000	73	29.8
- From 6,000 EGP to less than 8,000	7	2.9
- More than 8,000	3	1.2
Total	245	100

Source: Results of the statistical analysis of the research data

MEASURES

The questionnaire was designed depending upon three instruments to measure psychological capital, organizational citizenship behaviors, and intrinsic motivation. The five-point Likert scale was used in the development of the study instruments and each choice of them and was given a weight as follows: 5 = always, 4 = often, 3 = sometimes, 2 = rarely, 1 = never.

Questionnaire design, credibility and reliability tests of the study instruments are discussed as follows:

Psychological capital scale

To measure Psychological Capital, the scale proposed by Luthan, Youssef & Avolio, (2007) is used. The scale was used to analyze four dimensions of Psychological Capital: self-efficacy, Hope, Optimism, and resilience. The scale consists of 24 items; 6 items for each dimension.

Organizational Citizenship Behavior scale

Organizational citizenship behaviors (OCBs) were measured with scale consisting of the five dimensions identified by Organ (1988b). it has 25 items, five for each of the five dimensions (altruism, courtesy, civic virtue, sportsmanship and conscientiousness) (Podsakoff et al. ,1990; Kumar, Bakshi & Rani, 2009).

Intrinsic motivation scale

This scale aims at measuring the level of intrinsic motivation of employees working in the Egyptian Telecom Company. it consists of seven statements and it was specially prepared for this research after viewing and taking advantage of some other scales such as: (MAWS) Scale developed by Gagné, Forest, Aubé, Morin and Malorni (2010), the intrinsic motivation scale developed by Tekin (2010), and the scale developed by Chair (1993).

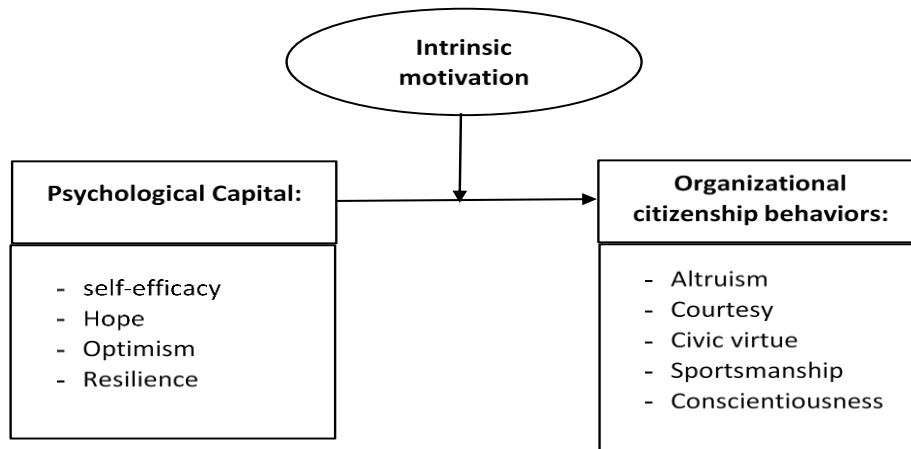


Figure 1 Theoretical model of the proposed study

RESULTS

Reliability and validity of scales

Scales coefficient of stability was calculated using Alpha Kronbach method, and the researchers found that: Alpha value for psychological capital scale is 0.899, alpha value for organizational citizenship behaviors scale is 0.866, and alpha value for intrinsic motivation scale is 0.6274. These are robust stability coefficients, and also indicate the internal consistency of the scales.

Correlation coefficient correction of the scale as a whole was calculated using Spearman Brown equation and the stability coefficient was 0.90, which is an acceptable and statistically significant stability coefficient.

Descriptive Analyses

Table 2 shows the means and standard deviations of respondents' responses on the terms of the psychological capital, citizenship behaviors and intrinsic measures.

About the PsyCap Scale, the results revealed that that the hope dimension was the most significant dimensions of psychological capital ($M = 4.153$) and the standard deviation = 0.4907, the self-efficacy dimension comes in the second level ($M = 4.152$) and $SD = 0.6278$, the resilience dimension comes in the third level ($M = 4.030$) and $SD = 0.5648$ and the Optimism dimension comes at the last level ($M = 3.519$) and $SD = 0.5606$. The total mean score of psychological capital (3.920) referred to the high psychological capital of the managers and employees in the Telecom Egypt Company and $SD = 0.4729$.

Analyzing the values of the OCB Scale, it is possible to see on the table 2 that, among the five dimensions, the Conscientiousness dimension was the most significant dimensions of organizational citizenship behaviors ($M = 4.402$) and the $SD = 0.4726$, courtesy

dimension comes in the second level (M = 4.380) and SD =0.4794 , the altruism dimension comes in the third level (M = 4.314) and SD= 0.5048, the sportsmanship dimension comes in the fourth level (M = 4.014) and SD = 0.5282, and the lower is the civic virtue (M = 3.590) and SD =0.6289. The total mean score of the organizational citizenship behaviors (M = 4.139) referred to the managers and employees have high OCB in the Telecom Egypt Company and SD = 0.4072.

Table 2: Mean scores and standard deviations of the scales of psychological capital, organizational citizenship behaviors and intrinsic motivation

Variables	M	S D
psychological capital	3.92	0.4729
• self-efficacy	4.152	0.6278
• hope	4.153	0.4907
• resiliency	4.03	0.5648
• optimism	3.519	0.5606
Organizational citizenship behaviors	4.139	0.4072
• Altruism	4.314	0.5048
• Conscientiousness	4.402	0.4726
• Courtesy	4.38	0.4794
• Civic Virtue	3.59	0.6289
• Sportsmanship	4.014	0.5282
Intrinsic Motivation	4.32	0.4574

Table 2 also shows that the intrinsic motivation of the managers and employees was high (M=4.320) and SD= 0.4574. The standard deviation of the all scales shows the small dispersion.

Relationship Analysis between PsyCap and OCB

The study used Pearson correlation to determine the relationship between OCB and PsyCap. In Table 3, it can be seen that there is a significant and positive correlation between OCB and PsyCap ($r = 0.708$, $p < 0.01$) because the significance value of less than 0.01. Therefore, H1 was accepted.

The results in the table 3 also showed positive and significant correlation between PsyCap' dimensions and OCB. Moreover, the resilience had the biggest correlation compared to the other dimensions of PsyCap ($r = 0.635$, $p < .01$).

Table 3: The correlations among PsyCap and OCB

Variable	OCB	PsyCap	self- efficacy	hope	resilience
OCB	-				
PsyCap	0.708**	-			
self- efficacy	0.612**	0.900**	-		
hope	0.616**	0.856**	0.714**	-	
resilience	0.635**	0.874**	0.737**	0.748**	-
optimism	0.524**	0.736**	0.549**	0.461**	0.463**

Note: N = 135. ** $p < .01$.

OCB = Organizational Citizenship Behavior;

PsyCap = Psychological Capital.

Coefficient of determination (R²)

The results of Coefficient of determination suggest that the PsyCap explains 50 % of the variance in OCB and P-value was =0.001; so, the higher PsyCap that employee had, the more likely to display OCB. The remaining percentage (0.50) is due to random

error in the equation, or perhaps due to excluding other independent variables that should have been included in the model, or due to the differences between the regression model and the linear model. Table 4 shows the t-value and sig 0.000 evidence that positive influence of PsyCap on OCB. This can be considered a strong support for the hypothesis (H1).

Table 4: Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.750	.154	11.352	.000
	psycap	.609	.039	.708	.000

a. Dependent Variable: OCB

The Moderating Effect of intrinsic motivation

To examine the moderating effect of intrinsic motivation on the relationship between psychological capital and organizational citizenship behaviors, we conducted hierarchic regression. The results of the moderated hierarchical regression analysis are given Table 5. The results of Table 5 show that psychological capital has a significant impact on intrinsic motivation as it explains 48% of the variance in this relationship, meanwhile it significantly affects organizational citizenship behaviors as it explains 50% of the variance in organizational citizenship behavior. Intrinsic motivation affects organizational citizenship behavior and explains 42% of the variance in this relationship. When the intermediate variable (intrinsic motivation) is introduced in the fourth regression equation, the impact of psychological capital on

the dependent variable (organizational citizenship behavior) disappears.

Table 5: Analysis of multiple regression of the effect of intrinsic motivation on the relationship between PsyCap and OCB

Description	First Equation (PsyCap /Intrinsic Motivation)	Second Equation (Intrinsic Motivation/ OCB)	Third Equation (PsyCap / OCB)	Fourth Equation (PsyCap /Intrinsic Motivation/ OCB)
Beta value	0.48	0.731	1.61	0.44
R2	0.27	0.42	0.50	0.62
F value for model	79.51	178.41	243.77	197.15
Significance	0.000	0.000	0.000	0.000

In addition, the explanatory power of the model is increased in the fourth equation than in the third equation (from 50% to 62%), this means that intrinsic motivation, as an intermediary variable, affects the relationship between psychological capital (independent variable) and organizational citizenship behavior (dependent variable). Thus, regarding the hypothesis H2, intrinsic motivation moderated the relationship between the psychological capital and organizational citizenship behaviors. Thus, the hypothesis was supported.

DISCUSSION

The purpose of this study is to examine the correlation between psychological capital and organizational citizenship behaviors and the intermediate effect of intrinsic motivation on the relationship

between PsyCap and OCB among employees in Telecom Egypt Company. Psychological capital focuses on the positive individuals' personal characteristics and activities that will influence the rate of productivity, which may contribute to the whole organization economic progress. Therefore, organizations must be interested in research aspects focus on triggering the individual positive psychological behavior.

The results show a high level of PsyCap and its four dimensions; the hope dimension was the most significant dimensions of psychological capital indicates that the sample used its energy towards achieving the goals by creating alternative paths in case of not successful parallel plans, with their continuous recognition of success to a high degree. The self-efficacy dimension was in the second level indicating that the people' confidence in their abilities makes to carry out the required tasks to a high degree. The resiliency dimension occupies the third level asserted that the sample can return from the setbacks and problems facing them to resume its work well. The Optimism dimension conquers the lowest level that reflects the interest of the study sample in detecting the positive aspects and expecting the good results for the work (Çavuş & Gökçen, 2015; Karmakar, 2016; Malik, 2013).

Therefore, these results reveal the characteristics of the company' members such as their desire to employ their energies, the flexibility of thinking, the keenness to seek alternative solutions to the problems facing them in their work, the confidence in their ability to achieve the goals, as well as the high level of optimism about successful of their careers and company in the future. The results also showed a high level of OCB and its five dimensions; the conscientiousness behaviors were the most organizational citizenship behaviors practiced by the sample individuals. This indicates that the sample individuals are organized, accountable, hardworking, dedicating themselves to the

job which exceed formal requirements and volunteer to perform tasks besides duties.

The courtesy dimension was in the second level; it indicates that the employees of the company are very keen and can solve problems among themselves and between customers. The altruism dimension comes in the third place; it indicates the interest of company' employees to assist others (colleagues or managers) in the enterprise in the performance of their works without waiting for any reward. The sportsmanship dimension comes in the fourth place refers to the interest of the study sample in carrying out the tasks required under any circumstances without any complaint, with accept the criticism. The civic virtue occupied the last level reflecting the interest of the study sample to participate effectively in the organization caring (Chiun & Ramayah, 2009; Podsakoff, et al., 2000). Thus, the results of the study revealed that the company's members have desire to carry out voluntary behaviors useful to work, are not part of their job description.

The relation between OCB and OCB is significant, positive and strength $r = 0.708$, $p=0,00$. Based on this result, it can be concluded that the higher PsyCap that employees had, the higher OCB that they would demonstrate. In consequence, organizations should concern about the employees' PsyCap to enhance OCB among managers and employees. This result is consistent with the findings of (Lifeng 2007, Avey et al., 2008, Luthans et al., 2008, Avey et al., 2011); and contradictory with study of Shahnawaz & Jafri, (2009), who indicated that organizational citizenship behaviors are not fully predicted by psychological capital. However the positive relationship between psychosocial capital components and organizational citizenship behaviors can be predicted if each component is measured separately with organizational citizenship behaviors. The value of the coefficient of determination (r^2) = 0.501 which means that OCB is affected by PsyCap of 50% and the rest

50% is influenced by other factors. So it can be said that 0.50 of changes in organizational citizenship behaviors are related to psychological capital. Thus, it is expected that OCB increases by strengthening PsyCap.

This study is also analyzing the relationship between each dimension of PsyCap, which are self-efficacy, hope, resilience, and optimism, toward OCB. The largest correlation between PsyCap's dimension and OCB is found in the correlation between resilience and OCB. Resilience has a significant and positive relationship toward OCB ($r = 0.635$, $p < .01$). Based on this, it can be said that the higher resilience that owned by managers and employees in Telecom Egypt Company, the higher OCB that they showed. This result is not consistent with results of (Cintantya, H. & Salendu, A., 2017; Shukla, A. & Singh, S., 2013), their studies showed largest correlation between PsyCap's dimension and OCB in the correlation between self-efficacy and OCB.

This study also found that one of PsyCap dimensions, hope, has the second greatest relationship when correlated with OCB ($r = 0.616$, $p < .01$). while self-efficacy dimension has the third greatest relationship when correlated with OCB ($r = 0.612$, $p < .01$). In addition, the study also found that optimism has a significant and positive relationship to OCB ($r = .524$, $p < .01$) even though it has the smallest correlation compared to the other dimensions of PsyCap, suggesting that the higher optimism level will also increases the possibility of OCB.

Additionally, our results show a high level of intrinsic motivation of the managers and employees of the Telecom Egypt Company. Having a high level of intrinsic motivation is valuable matter for all Individuals of organization. Individuals who have high level of intrinsic motivation demonstrate a peak performance (Sherhoff & Csikszentmihalyi,2009) and they are more creative they welcome large number of roles, responsibilities and

innovative ideas (Shu, 2015). The results of study indicated that the relationship between PsyCap and OCB in the studied companies is influenced by individual's intrinsic motivation. This means that organization's interest in developing the spirit of hope, optimism, resilience, and self-efficacy in individuals contributes to increase individual's desire in voluntary behaviors that is not part of his or her contractual tasks within a company, even if it require working for extra time without pay. That's all is affected by individual's perception and belief that his/her job is always an enjoyable experience which motivates him/her to improve his/her skills and perform it better.

Although previous studies have indicated a positive effect of intrinsic motivation on both psychological capital and citizenship behaviors (Ibrahim, 2014; Siu, et al., 2014), the present study revealed that the there is significant intrinsic motivation effect on the relationship between the two variables (psychological capital and citizenship behaviors); this means that individual's belief in his/her job increases the impact of psychological capital on organizational citizenship behaviors.

The primary objectives of this research were two, to examine the moderating role of intrinsic motivation in the relationship between psychological capital and OCBs, and to derive practical implications which telecom managers can rely on for improving employees OCBs and intrinsic motivation; in other word to improve telecom employees' organizational citizenship and intrinsic motivation.

The primary objective of this research is examining the impact of intrinsic motivation in the relationship between psychological capital and OCBs, then deriving practical implications which telecom managers can rely on for improving employees OCBs and intrinsic motivation; in other word to improve telecom employees' organizational citizenship and intrinsic motivation.

Firstly, managers must adopt firm selective staffing in order to ensure gathering individuals with high psychological capital behavior. The need of training interventions should be checked during and after the selection process using a psychological capital questionnaire. If the results showed that there is a need for training, then management can help employees set challenging goals and provide advice about how to overcome various obstacles in the workplace. Luthans et al. (2006) noted 3% increase in psychological capital of managers from all types of organizations after a two-hour macro-intervention session that consisted of individual and group exercises. Secondly, the selection process should be based primarily on the psychological capital characteristics. This will send a strong message to potential employees that such characteristics are of great importance to the company, and hence they will work hard to maintain and improve them once they start their jobs.

Thirdly, building a supportive culture to enhance the intrinsic motivation of employee through. For empowerment perspective, it refers to giving employees the resources, tools, training which enhance their ability to achieve their company's strategies and goals. The pivot role of training appears here as it helps employees to understand the basics of their jobs, and to use their Knowledge in different situations. Honest communication can also be used by managers to encourage employees to make suggestions for work improvement and hence apply the most beneficial. For partnering perspective, employees' partnering in organizational strategy formation and goals setting increases their motivation. Such partnering makes employees feel appreciation and recognition, and hence search for the best methods to enhance the strategy of their organization and act as if the organization belongs to them. *Recognition: It represents employees' need to feel that their efforts are highly appreciated, Praised, and acknowledged by their

managers those feelings at the end will rise up their motivation to work.

CONCLUSION

The main objective of this study is to examine the relationship between OCB and PsyCap and the intermediate effect of intrinsic motivation on the relationship between PsyCap and OCB among employees in Telecom Egypt Company. based on the results; it can be concluded that OCB has a positive and significant correlation with the PsyCap of employees in Telecom Egypt Company. This relationship showed that the higher PsyCap owned by employees in Company, the higher their OCB. Vice versa, the lower PsyCap owned by employees in Company, the lower their OCB too. This study also analyzed the relationship PsyCap's dimensions with OCB. Based on this research's result, all dimensions of PsyCap have a positive and significant relationship with OCB. From the four dimensions of PsyCap, the dimension that has the biggest correlation to the OCB among employees is resilience. According to the findings, PsyCap must be considered as an important issue to foster employees' organizational citizenship behaviors.

As a contribution to the literature, no study has examined the relationship between PsyCap and OCB before in Egypt, in addition, this study has examined the moderating effect of intrinsic motivation on the relationship between PsyCap and OCB and showed moderating effect of intrinsic motivation on that relationship. We recommend to future studies to include other variables as individual variables (as personality) and other moderator variables (as organizational justice). This study has limitations. Firstly, Orange, Mobinil (Orange) and Vodafone refused to cooperate with the researchers, so this study was conducted only at TE. Moreover, this study conducted in

telecommunication field, future studies could be conducted in companies operating in other fields in Egypt.

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