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Organizational Identification as a Moderator in the Relationship of Positive Psychological Capital and Organizational Citizenship Behavior: Insights from Healthcare Professionals in a Digitalized Context

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Abstract

Qualitative performance measured through organizational citizenship behavior (OCB) warrants additional scrutiny when employees are withdrawn from physical workplaces due to increased digitalization in post-pandemic order. To investigate this, we relied on two important antecedents of OCB, viz., PsyCap and OI. Furthermore, we tested the effect of OI as a moderator in the relationship between PsyCap and OCB. Drawing on a sample of 308 healthcare professionals (who worked from home) in the pharmacovigilance industry, we tested the model using partial least squares structural equation modeling. Results suggest a significant and positive association between both determinants of OCB. However, the effect of OI as the moderator in the PsyCap and OCB relationship was found to be insignificant. Lastly, we discuss the implications of the study.

Keywords: Psychological capital, organizational identification, organizational citizenship behavior, digitalization.

1 Introduction

Organizational leaders recognize the syndrome of "good soldiership" among their employees and have increasingly focused on acquiring, retaining, and developing their hu-man resource capabilities that engage in organizational citizenship behaviors (Alfes et al., 2013; Organ, 2018; Kumar and Jain, 2022) OCBs, as important work behaviors, stem the tide of inefficient and improper organizational functioning by lubricating the cog of the organizational wheel and are therefore the most sought-after behaviors, even though they cannot be enforced by the rule of organizational might (Organ, 1988; Podsakoff et al., 2009). Discretionary behaviors in the form of OCB are necessitated even in a digitalized work environment when employees are withdrawn from physical workplaces in a post-pandemic digitalized world order. The significance of OCB is that it has garnered considerable research interest in organizational and industrial psychology literature that researchers and practitioners alike, till recently, fundamentally continue to delve into answering, "What induces organizational actors to demonstrate unrewarding behaviors benefiting organizations?" Therefore, studies on citizenship behavior explored numerous antecedents, and re-search continues even after four decades since the term was popularized by researchers at Indiana University (Biswas, 2015; Azam and Kumar, 2019; Celiker and Guzeller, 2022).

More recent research anchored on positive organizational behaviors attempted to un-ravel an additional determinant of OCB in the form of positive psychological capital (PsyCap) that was starkly missing till the dawn of the twenty-first century (Luthans, 2002; Luthans and Youssef, 2004; Luthans et al., 2015). The wave of positivity in psycholo-gy interestingly swayed behavioral science researchers to explore the association of PsyCap as an important determinant of OCB, thereby conclusively establishing the relationship and influence of the former in numerous research findings across work settings around the globe (Seligman and Csikszentmihalyi, 2000; Avey et al., 2008; Norman et al., 2010; Gupta et al., 2017; Aggarwal and Singh, 2022). However, more studies are required on constructs that moderate the PsyCap and OCB relationship. Notwithstanding the PsyCap-OCB relationship, studies that buffer this relationship are not only scarce but also few and far between. Against this backdrop, a renewed investigation is required in the context of work-from-home solutions in the post-pandemic digitalized world order.

Moreover, studies have attempted to unravel the pathways to OCB through an indi-viduals self-concept anchored on members identification and perception of shared charac-teristics with their organization (Evans and Davis, 2014; Tufan and Wendt, 2020), more succinctly conceptualized as organizational identification (OI) (Ashforth and Mael, 1989). Increasing evidence suggests that employees who experience perceptions of oneness concerning their organization are more likely to demonstrate OCB (Van Dick et al., 2006). However, the interaction effect of PsyCap and OI (both important determi-nants) on OCB warrants research, considering that not much has been researched in explain-ing the joint effects of the two on the latter. Furthermore, contextual moderators might or might not hold valid in changed circumstances due to the pushing of work boundaries on the home front since the onset of the pandemic, which therefore requires investigation. Fur-thermore, given the paucity of research, we contribute our bit to cementing this gap in the literature by conceptualizing a model spanning the OI boundary condition through which pathways to OCB shall be explored. Additionally, to test our model, we relied on a sample of healthcare professionals in the pharmacovigilance industry who have yet to return to their office cubicles since the onset of the pandemic.

Notably, our study contributes to the existing stock of know-how in three important ways. Firstly, we add to the growing body of research on the linkage of PsyCap and OCB, more particularly in a digitalized work setting. Secondly, our study explores the circum-stances in which OCB is likely to increase, decrease, or remain constant, given the interac-tion of PsyCap and OI as two essential determinants. Thirdly and most importantly, our study, unlike most other studies that are predominantly focused on frontline medical practi-tioners involved in patient care, is unique in the sense that it navigates our readership by un-covering realities more particular to healthcare associates occupying corporate back offices as pharmacovigilance associates in a digitalized setting, an area where a conspicuous pauci-ty of research exists. In the subsequent section, we present the conceptual background of the study.

## 2 CONCEPTUAL BACKGROUND & HYPOTHESES DEVELOPMENT

2.1 Psychological capital and Organizational Citizenship Behaviour

Organizations increasingly rely on the citizenship behavior of their employees to achieve their numerous goals Organ et al. (2005). These goals constitute enabling a positive work environment, reducing attrition, managing change, promoting employee wel-fare, maximizing individual as well as group performance, and thereby enhancing organiza-tional effec-tiveness (Bakker and Schaufeli, 2008; Avey et al., 2008; Lyubomirsky et al., 2005). In this backdrop, OB researchers have identified PsyCap as an important antecedent to employee attitude, hitherto missing, which potentially impacts desirable outcomes at the level of organization (Lewis, 2011; Youssef-Morgan and Luthans, 2009). While PsyCap is associated with higher performance in individuals Avey et al. (2008), citizenship behavior influences superior organizational performance (Avey et al., 2008; Organ et al., 2005). In addition, PsyCap-induced optimism, hope, resilience, and self-efficacy fos-ter positive emotions among employees, which in turn encourages them to go beyond the call of their formal job requirements and stimulates behaviors that favor organizational growth and development (Organ, 1997; Youssef-Morgan and Luthans, 2009). PsyCap and the resultant attitudinal positivity are further evidenced to influence employees favorable perceptions of their organization (Beal III et al., 2013). Interestingly, some recent research in the context of workplace negativity (inflicted on account of organizational change processes) has glowingly demonstrated the positive effect of psycho-logical capital on members citizenship behavior aimed at their organization despite the resistance and uncertainty that follow in a changing environment (Beal III et al., 2013), and one such change is digitalized work that is increasingly becoming the norm for numerous organizations. Some recent studies in the Indian work environment have also demonstrated the linkage of PsyCap with discretionary behaviors Pradhan et al. (2016). PsyCap, combined with other organizational factors, is evidenced to promote organ-izational citizenship behavior in the healthcare context too, thereby suggesting its signifi-cant impact on employees discretionary performance in organizations Yildiz (2019). Considering this, we hypothesize.

Hla: Psychological capital has a significant and positive relationship with organizational-oriented citizenship behavior.

2.2 Moderation of OI in the PsyCap-OCB relationship

Organizational identification, rooted in social identity theory, is recognized as an important factor in encouraging employees to stay committed to the organization Demir (2015). Identified employees align better with their organization's purpose and resultantly engage in pro-organizational behaviors (Lee et al., 2015; Steffens et al., 2017). One such beneficial behavior

Figure 1: Conceptual Model
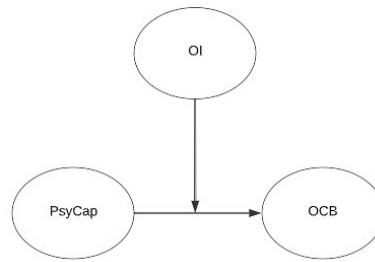
is OCB, which is closely linked to employees' feelings of identification developed in relation to their work organization Pradhan et al. (2016). Apart from OI, PsyCap is also an important determinant of OCB. Considering the importance of both PsyCap and OI as strong predictors of OCBs, it is interesting to factor in the OI moderation in the PsyCap and OCB relationship. Moreover, increasing evidence persists in support of PsyCap impacting citizenship behaviors; relatively little is known about other organizational-oriented feelings of employees that might moderate the PsyCap and citizenship behavior re-lationship. Although an increasing body of research suggests that certain organizational-level feelings have a significant and positive association with other pro-organizational atti-tudes and behaviors, not much is known about the moderating conditions that impact indi-vidual psychological competencies on citizenship behavior in healthcare organizations. Our modeling of OI as a moderator is also concerned with understanding whether identification can be planned as an intervention in enhancing the PsyCap and OCB relationship in WFH solutions.

Therefore, we modeled OI as the moderator in understanding its effect on the PsyCap and OCB relationships. Furthermore, when does OI matter more or less in the digitalized work settings of work-from-home solutions? Equally important is to explore the OI bounda-ry condition in the PsyCap-OCB nexus in WFH solutions because employees complain of increased workloads, infective socialization processes, less support from superiors, and oth-er work issues in changed work contexts. Therefore, it is likely that employees' perception of oneness with that of their organization will be impacted and might produce a differential effect on other organizational outcomes, including citizenship behaviors. The justification for OI as a moderator also stems from the fact that, barring a few studies that are few and far between (Norman et al., 2010; Yildiz, 2019), not much is explained about the inter-active effect of members' psychological capital and organizational identification on citizen-ship behaviors in the organization. Therefore, we expect that the interaction effect of PsyCap and OI will likely impact OCB, and therefore, we hypothesize as follows:

H1b: Organizational identification will moderate the relationship between psychological capital and organizational citizenship behavior. The stronger the associate' s identification with his or her organization, the higher the organization's citizenship behavior, and vice versa.

3 Research Methodology

3.1 Sampling and data collection

The sample consisted of pharmacovigilance associates working for reputed multinational firms. A total of 343 responses were collected online from these associates over a span of 6 months, out of which 308 valid responses were deemed adequate for further processing. The average age of the associates was 29.29 years, with 3.62 mean years of experience in the pharmacovigilance industry. Female associates constituted 126 (40.91%), in contrast to 182 (59.09%) male associates in the total sample. Based on the highest education completed, 169 (54.87%) of the associates held a bachelor's degree, whereas 139 (45.13%) possessed a master's degree. Designation-wise, trainee associates were 61 (19.81%), followed by 96 (31.17%) junior associates, and lastly, senior associates constituted 151 (49.03%) in the overall sample.

3.2 Measures

Established scales in literature were employed to measure the constructs. Further, the indicator items in the constructs are reflective measures and were self-reported by the associates on a five-point Likert scale, where the values ranged from (1) strongly disagree to (5) strongly agree.

PsyCap was measured using a 15-item scale developed by (Gupta and Singh, 2014) The sample items consisted of: optimism (O): I am optimistic about my future; Self-Efficacy (SE): I am highly skilled at my work; Hope (H): If I find myself in a difficult situation, Resilience (R): I am determined to overcome difficulties that I encounter in my work.

OI was measured using a five-item scale developed by (Smidts et al., 2001). The sample item consisted of the following: I feel strong ties with my organization.

Organizational citizenship behavior (OCB) oriented towards the organization was measured using an adapted eight-item scale developed by Lee and Allen (2002). The sample item consisted of I take action to protect the organization from potential problems.

3.3 Statistical Analysis

R and R Studio (version 4.1.2), open-source software, were used to perform the statistical analyses (R Core Team, 2023). Partial Least Squares-Structural Equation Modeling was used to validate the construct measurements and test the hypothesized relationships in the structural model Wold (1982). The cSEM package (Rademaker and Schuberth, 2020) and plspm Sanchez (2013) were installed in R Studio to perform the analyses.

3.4 Common Method Bias

Common method bias (CMB) is a cause of concern in cross-sectional research. Podsakoff and associates (2003) suggest procedural and statistical remedies for CMB. Procedural remedies are preventive methods applied in the questionnaire design, whereas statistical remedies are post-hoc tests concerning post-data collection (MacKenzie and Podsakoff, 2012; Richardson et al., 2009).

Based on the recommended guidelines, we exercised diligence in the survey design. Accordingly, we structured the survey into three different sections, wherein section one explained the purpose of the study and instructions for taking the survey. The respondents were briefed about the academic nature of our study. Further, we assured the respondents about the anonymity of their responses. In addition, we kept the survey optional so that the associates did not feel pressured to take it. Section two was reserved for construct measures, whereby we first sought information on endogenous constructs, followed by exogenous constructs, as this technique overcomes the problem of consistency bias (Podsakoff and Organ, 1986). Thirdly, in Section 3, we asked for demographic details of the respondents, viz., age, experience, gender, designation, qualification, and designation.

Eventually, post-data collection, we performed Harman's single-factor test to detect the presence of method biases (Podsakoff et al., 2003; Harman, 1976). The proportion of variance explained by a single factor accounted for 37% of variance, much below the 50% threshold Harman (1976). Therefore, based on the test results, we conclude that our study is free from CMB.

4 Results

4.1 Preliminary Analysis

Initially, we performed the PLS-SEM analysis (without bootstrapping) to assess the item loadings of the constructs. Initial results suggested that the fourth item in the optimism dimension of psychological capital reported a negative loading of -0.505, lower than the recommended threshold value of 0.708 Hair et al. (2019), due to which the construct reliability ($a = 0.349$) was found to be unsatisfactory. Similarly, the first and third items in OCB, too, reported lower than recommended loadings. Therefore, we decided to drop this item from the subsequent analysis. In addition to factor loadings, preliminary analysis suggested HTMT values for the dimensions of psychological capital had discriminant validity issues. For instance, self-efficacy and optimism reported a slightly higher value of 0.855, followed by hope and optimism, which too reported 0.854 values. Lastly, HTMT figures for hope and resilience were found to be 0.948, which is higher than the recommended 0.85 cut-off Henseler et al. (2015), which suggested that the respondents viewed the above dimensions of the constructs to be similar, thus violating the construct uniqueness (discriminant validity), an important criterion in the measurement model. Higher HTMT figures indicate the existence of a higher-order construct; therefore, we modeled PsyCap as a second-order reflective construct using a two-stage approach generating 10,000 bootstrap resamples. Table 1 illustrates the descriptive statistics and correlation figures.

Table 1: Descriptive Statistics & Correlation

	Mean	SD	Skewness	Kurtosis	Age	Exp	OP	SE	HO	RE	PsyCap	OI
Age	29.29	4.99	0.510	-0.120	–							
Exp	3.62	3.06	1.34	1.74	.589**	–						
OP	3.692	0.421	-0.395	2.380	-.137*	-0.041	–					
SE	4.100	0.610	-1.137	3.865	-0.062	0.066	.670**	–				
HO	4.115	0.574	-1.017	3.972	-0.034	0.006	.656**	.654**	–			
RE	4.131	0.580	-0.891	3.531	-0.021	0.001	.646**	.671**	.763**	–		
PsyCap	4.010	0.546	-0.860	3.437	-0.073	0.008	.854**	.857**	.882**	.887**	–	
OI	3.953	0.835	-1.454	2.661	-0.057	0.027	.352**	.336**	.331**	.381**	.403**	–
OCB	4.019	0.637	-1.539	5.259	-0.06	0.005	.458**	.441**	.445**	.469**	.521**	.724**

Notes: ** significant at 0.01 (2-tailed), * significant at 0.05 (2 tailed)

Resilience (RE) reported the highest mean figure of 4.131 (SD = 0.580), followed by hope (HO) (mean = 4.115, SD = 0.574) and self-efficacy (SE) (mean = 4.100, SD = 0.610). Optimism (OP) reported the lowest mean and standard deviation figures (mean = 3.692, SD = 0.421). Among the three constructs used in the model, OCB reported the highest mean figure of 4.019 (SD = 0. 637), followed by PsyCap, which reported a mean figure of 4.010 (SD = 0.546), and OI, which reported

the lowest mean figure of 3.953 (SD = 0.835). Negative skewness and kurtosis figures indicate that the constructs are negatively skewed and hence violate the normality assumption principle. Correlations among the constructs were found to be significant for all the constructs. The dimensions of PsyCap, viz., optimism (OP), self-efficacy (SE), hope (HO), and resilience (RE), evidenced very high correlations with their parent factors, an indication that suggests PsyCap to be a higher-order construct. Organizational identification (OI) in the model has the strongest correlation with OCB (r = 0.724) and the lowest with PsyCap (r = 0.403). The correlation between PsyCap and OCB was found to be moderate (r = 0.521).

4.2 Measurement Model Evaluation

Measurement model evaluation addresses the convergent and discriminant validity of the latent constructs used in the model. Convergent validity was evaluated by three important criteria: factor loadings, construct reliability, and average variance extracted (AVE) values Hair et al. (2019) Item loadings for factors were found to be satisfactory and were above the 0.70 threshold. Reliability indicators as measured by three important indicators, viz., Cronbach alpha (a), composite reliability (rhoC), and Dijkstra-Henseler rho (rhoA), were comfortably in the acceptable 0.70 to 0.95 range. AVE values, too, were above the 0.50 threshold mark. Based on the above parameters, the convergent validity of the construct is thoroughly established and is presented in Table 2.

Table 2: Convergent validity of the constructs

Loadings		Alpha (a)	rhoC	rhoA	AVE
PsyCap		0.893	0.928	0.897	0.758
OP	0.854				
SE	0.857				
HO	0.882				
RE	0.887				
OI		0.918	0.938	0.925	0.753
oi1	0.873				
oi2	0.910				
oi3	0.889				
oi4	0.787				
oi5	0.870				
OCB-O		0.868	0.901	0.873	0.603
ocb2	0.706				
ocb4	0.801				
ocb5	0.778				
ocb6	0.788				
ocb7	0.786				
ocb8	0.786				

Notes: rhoC: Composite Reliability; rhoA: Dijkstra Henseler Rho

Discriminant validity, a measure of construct uniqueness, was established using the (Fornell and Larcker, 1981) and the Hetrotrait Monotrait (HTMT) ratio of correlations. While the FL criterion is a traditional measure to address construct dissimilarity, it is found to be ineffective, particularly when the item loadings are between the 0.65 and 0.85 range Hair et al. (2019); therefore, Henseler et al. (2015) advocate using HTMT figures to address discriminant validity issues. Table 3 presents the results of the Fornell and Larcker criteria.

Table 3: Fornell and Larcker Criterion Matrix

PsyCap		OI	OCB
PsyCap	0.871	–	
OI	(0.403)	0.868	–
OCB	(0.521)	(0.724)	0.777

The diagonal values in the above matrix are the square root of AVE figures, whereas values in brackets are construct correlations. According to the Fornell and Larcker (1981) criterion, the diagonal values should be greater than the correlation values of the construct to establish discriminant validity. From the above matrix, it can be inferred that the square root of the AVE figures is greater than the correlation values of the construct; thus, discriminant validity is clearly established. Further, we also assessed discriminant validity based on the HTMT ratio of correlations as per Hensler and associates' (2015) recommendations. According to the authors, HTMT values for conceptually similar and dissimilar constructs should be less than 0.90 and 0.85, respectively. Table 4 presents the bootstrapped results of the HTMT ratio of correlations.

The bootstrapped results of HTMT evidence that none of the values for the constructs presented in the table that are conceptually dissimilar are above the 0.85 mark, and the same is supported by the confidence interval bootstrapped results.

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Table 4: Bootstrapped HTMT results

Original Est.		Bootstrap Mean	Bootstrap SD	2.5% CI	97.5% CI
PSC ->OI	0.439	0.438	0.068	0.307	0.572
PSC ->OCB	0.589	0.590	0.080	0.429	0.740
OI ->OCB	0.799	0.800	0.037	0.720	0.865

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Therefore, discriminant validity is adequately addressed based on the results of convergent and discriminant validity. Subsequently, we evaluated the structural model results.

4.3 Structural Model Evaluation

Structural model evaluation in PLS-SEM methodology entails assessing the model's explanatory power as well as estimating path relationships (β coefficients). Demographic variables in the survey were modeled as control variables.

4.4 Variance Inflation Factor (VIF)

Before assessing the model's explanatory (R^2) value, it is important to consider the variance inflation factors (VIF) values to detect the presence of multi-collinearity concerns. VIF figures for PsyCap, OI, and the interaction term, i.e., PSC*OI, were 1.369, 1.216, and 1.203, respectively. Values less than three are ideal, suggesting no multi-collinearity issues in the exogeneous constructs (Hair Jr et al., 2021).

4.5 Co-efficient of Determination (R^2)

The coefficient of determination as measured by (R^2), a measure of in-sample prediction statistics, explains the variance in the endogenous construct because of the exogenous construct (Rigdon, 2012; Sanchez, 2013) recommends three important metrics for R^2 viz.: high prediction: $R^2 > 0.50$; moderate prediction: $0.20 < R^2 < 0.50$; low prediction: $R^2 < 0.20$. The R^2 value in our sample was reported to be 59% (Adj.R^2 0.58%), thus explaining excellent prediction in OCB.

4.6 Significance of path coefficients

Demographic variables, viz., age, gender, education, experience, and designation, modeled as control variables, were found to be insignificant. PsyCap has a significant positive relationship ($\beta = 0.254$; t = 3.866, p < 0.001) with organizational citizenship behavior. This supports hypothesis 1 in the study. Similarly, OI too has a significant and positive relationship with ($\beta = 0.617$; t = 10.919, p < 0.001) organizational citizenship behavior. The effect of OI on OCB ($f^2 = 0.769$) was found to be the strongest for OI as opposed to PsyCap. However, no support was found in support of hypothesis 2 that organizational identification will moderate the relationship between psychological capital and citizenship behavior, as the interaction effect ($\beta = -0.035$; t = -0.526, p > 0.05) was found to be insignificant. Table 5 illustrates the bootstrapped results of path coefficients.

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Table 6: Significance of Path Estimates (Hypotheses Results)

Dependent Construct: OCB						
					2.5%	97.5%
Estimate		Std. Error	T Stat	p-value	CI	CI
Age	−0.0275 (NS)	0.0532	−0.5174	0.6049	−0.1398	0.0696
Gender	0.0161 (NS)	0.0403	0.3994	0.6896	−0.0643	0.0914
Education	0.0556 (NS)	0.0403	1.3784	0.1681	−0.0228	0.1360
Experience	−0.0349 (NS)	0.0411	−0.8493	0.3957	−0.1119	0.0490
Designation	0.0446 (NS)	0.0527	0.8472	0.3969	−0.0540	0.1529
PsyCap	0.2543***	0.0665	3.8254	0.0001	0.1255	0.3878
OI	0.617***	0.0564	10.941	0.0000	0.4982	0.7170
PsyCap*OI	−0.0351 (NS)	0.0668	−0.526	0.5989	−0.1326	0.1367

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NS: Not significant; *** significant at 0.001

Further, to graphically assess the interaction effect of high and low levels of OI on the PsyCap-OCB relationship, we relied on slope test procedures (Aiken et al., 1991; Dawson, 2014). Figure 3 demonstrates that when the OI was high ($\beta = 0.086$, p > 0.05), an increase in PsyCap did not influence much OCB. Similarly, when OI was low ($\beta = 0.145$, p > 0.05), high PsyCap levels in associates had a marginal and insignificant increase in OCB. In addition, the effect of low OI and high PsyCap is insignificant, suggesting that increased levels of OI in associates did not interact with high levels of PsyCap and vice versa to predict greater or lower levels of citizenship behavior in associates.

Figure 1: Moderation plot
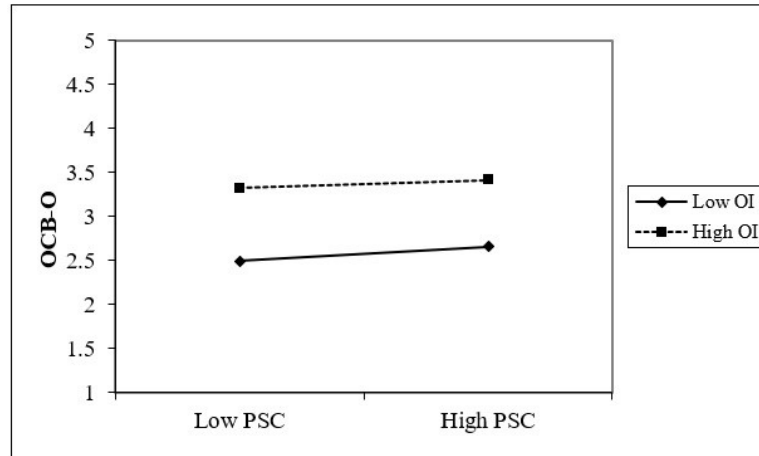
5 DISCUSSION

PsyCap reported a significant and positive relationship with OCB. This suggests that associates' core psychological strengths in the form of hope, optimism, resilience, and optimism impact their extra-role behaviors in digitized work settings. Our findings on the PsyCap-OCB relationship are significant for work-from-home solutions and consistent with some of the studies performed during pandemic times (Farroukh et al., 2023; Zeng et al., 2023). Similarly, OI feelings too have a bearing on associates' extra-role behaviors. Positive OI-OCB linkage in our study is validated in a host of studies conducted before and during COIVD times for reference, see (Demir, 2015; Vondey, 2010; Gümüştaş and Gümüştaş). Our study validates the significance of both PsyCap and OI in affecting OCB in associates, while the latter has a greater effect on extra-role behaviors. It is evident from the PsyCap effect size ($f2 = 0.12$), which has a relatively poor impact in contrast to OI, which has a more substantial effect ($f2 = 0.77$) on OCB Cohen (1988).

However, the interaction effect of PsyCap and OI has an insignificant effect on OCB. Despite the significance of both constructs in explaining citizenship behavior, the question of why their interaction effect is insignificant requires thoughtful consideration. Although studies suggest PsyCap's interaction with other organizational-level attitudes in predicting citizenship behavior Yildiz (2019), our study differs from this perspective, given the insignificant interaction between associates' psychological capital and identification levels with the organization. This insignificant effect may partially be attributed to a changed work environment where employees are withdrawn from their office environment and additionally to increased work pressure that has been the norm when they work from home. Furthermore, pharmacovigilance associates are experiencing increased pressure on a routine basis from their team leaders to settle caseloads, which has impacted their regular work patterns and mounted tremendous work stress. This has affected their positive psychological state and identification levels with their organization.

6 IMPLICATIONS

Organizational managers are required to enhance PsyCap levels in their employees while also fostering feelings of identification in them. It is natural that PsyCap levels get impacted in changed circumstances, as is the case with work-from-home solutions, and therefore has a moderate association with citizenship behavior. Managers need to inculcate the core values of their organization as reflected in their mission and vision statement in their employees and encourage them to push their boundaries towards discretionary behaviors given that OI has a strong influence on OCBs. Higher PsyCap levels can be instrumental in buffering the PsyCap-OCB relationship against the backdrop of OI as a moderator, provided employees are trained to enhance and manage their psychological strengths. Furthermore, pharmacovigilance associates, as sampled in our study, are experiencing increased work pressures, thus suggesting that more attention is focused on enhancing quantitative performance in associates. This requires managers to reorient their leadership styles to influence qualitative performances as well as the behavior of their associates so that they demonstrate citizenship behavior.

7 LIMITATIONS

Behavioral studies conducted using cross-sectional psychometric techniques of assessment are fraught with certain unavoidable limitations. From the very outset, we wholeheartedly acknowledge the presence of such limitations in our study. Importantly, we advise our readers to exercise caution as far as the generalizability of the findings is concerned, given that the sample for our study comprises pharmacovigilance associates who were chosen using convenience-based sampling techniques. Secondly, we modeled organizational-oriented citizenship behavior (OCB-O) as an endogenous construct in our model; therefore, we draw the attention of future researchers to assess the moderation of OI on PsyCap and

OCB linkage on individual-oriented citizenship behavior (OCB-I) as well. The third limitation pertains to a few categorical moderators that act as observed heterogeneity sources represented in demographic variables, viz., gender, designation, education, etc. Although we have tried to negate their confounding effects in our model by modeling them as controls, we have not evaluated the path estimates separately, which might possibly demonstrate somewhat different results. We present a case for future researchers to factor these categorical moderators into the multigroup analysis, which is obviously not within the purview of the current study. Multigroup analysis captures the significant differences in the path analysis of these categorical moderators and guides our more nuanced understanding of the hypothesized relationships.

8 CONCLUSION

Organizational realities in post-pandemic digital work settings present a somewhat unique picture. PsyCap and OI are positively related to OCB; however, the effect of OI is greater on employees citizenship behavior. Though both PsyCap and OI are positively associated with citizenship behavior in organizations, their interaction effect is insignificant. Therefore, the PsyCap-OCB relationship is not impacted by the presence of the OI boundary condition, such that the presence of the latter does not significantly affect the relationship between the former in work-from-home solutions when employees are physically withdrawn from their physical work environment in the post-pandemic work environment that is increasingly digital.

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