



# **PSYCHOLOGICAL CAPITAL AND ITS ROLE IN ENHANCING THE VOICE BEHAVIOR OF EMPLOYEES: AN ANALYTICAL EXPLORATORY STUDY FOR A SAMPLE OF WORKERS IN THE DIRECTORATE OF EDUCATION OF NAJAF GOVERNORATE IN IRAQ**

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| <b>Article history:</b>                          | <b>Abstract:</b>   |
|--|--|
| <b>Received:</b> 8 <sup>th</sup> December 2022   | The current research seeks to know the nature of the relationship between psychological capital and voice behavior in the Directorate of Education of Najaf Governorate. Iraqi institutions, so the researcher used the random sample method and distributed 63 questionnaires to several male and female employees in the mentioned directorate. The number of retrieved questionnaires was 58, while the number valid for statistical analysis reached (58) with a response rate of (92%) of the retrieved questionnaires, and they were analyzed by the advanced statistical program Smart Plus, as well as the statistical program SPSS v.23. The theoretical results showed the existence of a knowledge gap to explain the relationship between psychological capital and voice behavior in organizations in general and in the Directorate of Education in particular |
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**Keywords:** psychological capital, voice behavior, the Directorate of Education in Najaf Governorate

## **INTRODUCTION.**

Psychological capital is an important indicator of positive citizenship behaviors, as (Alshahrani & Iqbal, 2021, P:300) indicated that many scientists concluded that psychological capital produces positive feelings, and employees may use these positive feelings for "proactive behaviors with additional roles." Like sharing creative ideas or making suggestions for improvement.

So with the beginning of the third millennium and the winds of globalization and the changes that swept the world, which created a hot climate of competition in the local and international markets. There have been many changes in organizational behavior, including changes in the perception of negative aspects of individuals and the attempt to eliminate them (Hocine & Lefkir, 2022, P:987). So this point was the launch of the so-called positive organizational behavior, derived from positive psychology, which is concerned with studying how to maximize investment in human resources by achieving individual well-being, improving their abilities, and alleviating the suffering that they may face at work. Accordingly, the origin of psychological capital and its founder is the psychologist (Martin Seligman), as he focused on the positive traits of the individual, and he has been the advocate of positive psychology since it was officially presented in 1998 at the conference of the American Psychological Association, as it was later developed in other institutions by Fred Luthans and colleagues in

the USA in 2004 (Hocine & Lefkir,2022, P:987; Barinua et.al.,2022,p:115).

As for the term employee voice behavior, it was not newly established, as the beginning was in (1970) through Hirschman's model, which indicates that the voice "is any attempt to change within the institutional work instead of escaping from it to object to the status of personnel affairs, and the employee's voice is usually Structure, broad and complex (Gao, et al, 2011, p: 788). In the organizational context, Boichuk & Menguc, 2013, p:208) indicated.

In the context of his explanation of the theory of the outgoing voice that there are four interactions through which employees express the first cases of job dissatisfaction exit (voluntary leaving the organization), neglect (withdrawing from work psychologically or behaviorally), or loyalty (to remain committed in the hope that there is a change on the horizon And finally, the voice (the call for change regarding some sources of unrest and problems) (Shin, 2013, p:9).

Most importantly, the only interaction that constitutes a constructive response is sound. In the same context, many researchers have noted the importance of the behaviors in which employees speak for a change instead of living with an ineffective situation, as it was found that the behavior of employees' voice serves the vital function of helping organizations adapt to the ever-changing business environment (Maynes & Podsakoff), , 2014, p 1:3 )



## **1. A list of main concepts used in previous literature is related to the concepts of this research.**

### **1-1- The concept of psychological capital and dimensions**

Many researchers have indicated that the psychological factors of employees greatly affect the performance of the organization. As the positive feelings of the employees play an active role in expressing the positive situation and greater participation in the work; This participation will enhance the positive impact of their feelings on the innovative behavior, in turn, the negative feelings of the employees enhance the effect of negative feelings on the superficial behavior of the

employees and then the innovative behavior (Wang et al., 2022, p:3). Therefore, psychological capital is positively correlated with many attitudes and behaviors, and it is negatively associated with undesirable outcomes, for example, stress, anxiety, unsafe behaviors in the workplace, cynicism, quit intentions, and counterproductive work behaviors. On the contrary, psychological capital is employed to predict positive attitudes such as job satisfaction, organizational citizenship behaviors, general well-being, and satisfaction with different areas of life (Carter & Youssef, 2022, p: 6556), and in light of the above in Table (1) below some Definitions of psychological capital.

**Table (1) Definition of Psychological Capital**

| <b>researcher and year</b>      | <b>definition</b>  |
|---------------------------------|--|
| (Luthans et.al, 2007, p:542)    | It is the state of positive psychological development and excellence within the work environment.  |
| (Vann,2020,p:56)                | Individual motivational tendencies increase through positive psychological structures, such as hope, self-efficacy, flexibility, and optimism. |
| (Alshahrani & Iqbal,2021,P:300) | A personal resource that helps individuals achieve their job goals and encourages them to participate in additional role behaviors.            |
| (Barinua et.al, 2022, P:115)    | It is a feeling of self-confidence in the individual in performing some tasks aimed at achieving positive results.                             |
| (Hocine & Lefkir,2022, p:989)   | It is a state of positive mental development characterized by self-efficacy, optimism, hope, and resilience.                                   |

**As for the dimensions of voice behavior, many studies have identified them (Barinua et.al, 2022, P: 116; Carter & Youssef, 2022, p: 6556; Vann, 2020, p: 36-38; Ouari, & Lefki, 2022, P:988)**

It four dimensions (hope, self-efficacy, adaptation, and optimism), which we present as follows:

- **Self-Efficacy:** Individuals tend to overcome challenges and perseverance to reach their goals and achieve success, is seen as a measure of self-confidence that an individual possesses to achieve a specific task or goal. The researchers also identified four widely recognized sources for developing effectiveness. First: When Individuals succeed in accomplishing a difficult task (such as mastering the task) Second: when individuals learn by observing others to accomplish a task (such as modeling) and the success of modeling depends on how similar individuals are to themselves concerning the individual they are observing. Before people they respect or value, the degree of credibility an individual has affects the degree of effectiveness associated with this model. Fourth: Effectiveness can be affected by the "psychological, physiological, emotional, and/or wellness arousal" of an individual experience.

- **Hope:** It is understood as the sense of agency and expectation that people bear to achieve their desired goals, or it is a motivating state that leads to a person's feeling of determination and desire to invest energy and effort in the workplace, so the employee's sense of hope has a direct impact on job satisfaction and job performance. While the agency refers to "the determination or paths that direct and lead towards the desired goals."

- **Resilience:** Adaptation is concerned with the individual's ability to adapt and adapt in the face of great danger or adversity, and research has shown that positive adaptation may increase or even grow every time the individual deals effectively with adversity, and this characteristic is of vital importance to possess it with the loss of security. Job and the increasing pressure of daily life due to globalization help him to compete. Adaptation is also used to enhance the feeling of self-efficacy in the individual.

- **Optimism:** is seen as the psychological expectation and determination to hope for the best



positive result for the future. Optimism also differs from hope in that hope is a feeling of optimism about a specific goal or task, while optimism does not depend on the task, but rather optimism is the general expectation for a positive result. Therefore, an optimist is a person who anticipates positive and desirable events in the future, while a pessimist is a person who constantly has negative thoughts and is convinced that undesirable events will occur.

### **1-2: The importance of psychological capital**

kinds of literature point to importance of psychological capital in promoting human behavior. If a researcher reports (Vann, 2020, p: 56) that psychological capital helps the individual to stay positive and focus on pursuing his goal or mission despite external circumstances beyond his control, individuals who have high levels of psychological capital (PsyCap) will also be able to better deal with the increasing levels of socio-economic uncertainty presented by labor market, which in turn must be linked to increased productivity. This intrinsic ability to persevere towards success by maintaining hope and optimism and adapting to a strong sense of self-belief translates into the most effective individuals in life. Within the workplace, as well (Carter & Youssef, 2022, p: 6556) that the importance of positive psychological capital lies in outstanding performance through several things, as follows:

(1) Having the confidence (self-efficacy) to take on and put forth the effort necessary to succeed in challenging tasks.

(2) Positive attribution (optimism) about success now

and in the future.

(3) Persevere in goals and, when necessary, redirect paths to goals (hopefully) for success.

(4) When he is beset by problems and adversity, he sustains, rejuvenates, and transcends (adaptation) to achieve success."

While (Alshahrani & Iqbal, 2021, P:301) confirmed that psychological capital may be the employees' hope to achieve their goals, and this is usually closely related to the employees' citizenship behavior by engaging them effectively, as well as the employees' optimism about their feeling socially desirable and has an impact on the behavior of employees. Positive citizenship among employees, in addition, it was found that the ability of employees to withstand in the face of conflicts and difficulties affects them to express citizenship behavior in the organization.

#### **1-2-1: The concept of voice behavior and its dimensions**

No organization can avoid changes indefinitely under the current dynamic business conditions and high competition, therefore the creation and employment of new ideas are crucial, so leaders must facilitate the prerequisites for changing the status quo and welcome new ideas and help implement those ideas, and from Effective ways to achieve this is the employee's voice, so many leaders today maintain a safe environment to create the necessary environment for voice behavior (Zhu et.al, 2022, p:1), and in light of the above in the table (2) below, some definitions of behavior Employee voice:

Table (2) Definition of the employee's voice behavior

| researcher and year     | Definition  |
|-------------------------|---|
| (Kulkarni, 2010, p:444) | Refers to the employee's voice for the intended expression of work-related ideas, information, and opinions.  |
| (Shin, 2013. p 2)       | It is a behavior in which employees express innovative suggestions and constructive challenges aimed at improving the current work situation and organizational issues rather than merely criticizing them. |
| (Qi et.al, 2013. P:757) | It is the behavior by which employees provide information to improve organizational effectiveness.  |
| (Song, 2017, P:178)     | It is constructive and change-oriented communication to improve the current situation.  |
| (Song, 2017, P:178)     | It is a mechanism by which employees can help their organization adapt to the current business environment and stay innovative.   |

**As for the dimensions of voice behavior, many studies have identified them in one dimension, such as (Zhu, et al, 2022, p:7) (Yoon, 2012, p: 57) Rubbab, 2020, p: 5), and many others.**

#### **1-2-2- Conditions for behavior to be a phonetic expression**

The process of considering any behavior as a vocal expression assumes the availability of a set of things, as one study indicated (Maynes & Podsakoff, 2014, p:2) that the expression of the voice is often verbal, but it is not limited to verbal behavior only. On the

other hand, not all expressive behavior is vocal, and for it to be so, it is assumed that there are many things that we list as follows:

- To be public.
- It should be relevant to the organization.
- It is delivered by a person within the organization.



- Focuses on the impact on the work environment.

Therefore, providing improved suggestions to a manager is an example of a voice, while notifying regulatory agencies of misconduct in the organization or placing anonymous notes in suggestion boxes is not.

### **2-1:Types of voice behavior**

In the literature, researchers have mentioned multiple forms and images of the employee's voice, as (Armstrong, 2009, p: 936) showed that the most common forms of voice are:

A. Partnership: Refers to giving the employee a great opportunity to influence management decisions and contribute to improving organizational performance, and here employees play a greater role in the decision-making process, so the term "partnership" refers to arrangements that give workers some influence on organizational decisions and the workplace. As Markey et al, 2002: 130 stated, the employee partnership, like any process in the workplace, "allows employees to exercise some influence over their work and the conditions in which they work. It can be divided into two main approaches, direct and indirect partnership.

B. Involvement: this is the process by which management allows employees to discuss issues that affect them. As for Markey et al, 2002, p: 130), participation relates to the level of partnership by members of the organization in the decision-making process, as well as a sense of responsibility and generating commitment, and this requires building human capacities, ownership, and responsibility.

While (Shin. 2013. P:13-17) presented another classification of sound forms, which we present as follows:

2-2-1: The voice according to the motives of the employees: It is classified into three forms:

- Social Voice: Another form of voice-directed proactively to create ideas and constructive solutions to problems with collaborative motivation.
- Defensive voice: It is a type of self-protective behavior that appears out of fear and includes the expression of suggestions and ideas to protect oneself from unpleasant consequences.
- The voice of submission: It is a type of disengagement behavior that includes the expression of ideas and opinions due to feelings of submission and surrender.

2-2-2: The sound according to the content and type of message: It is classified into three images:

It is a voice-based (suggestion) expressing ideas and suggestions to enhance organizational performance, a voice-focused (problems) defined as speaking about concerns about existing or potential harmful

factors, and finally, voice-based (opinion) i.e. expressing opinions regarding work practices that differ about the views of others.

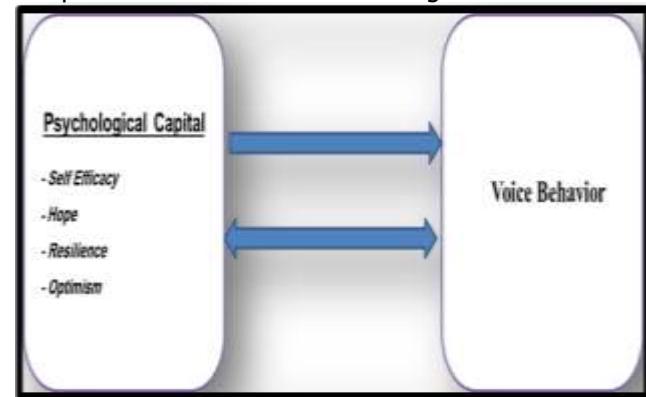
- the discriminatory sound: Is classified into two forms:

A. Encouraging voice: any employee behavior that includes expressing useful and constructive ideas, suggestions, and opinions to improve the current state of organizational performance.

B. Voice of Prevention: It relates to employee behaviors that include reporting errors and clarifying problems.

### **2-2-3: Proposed Research Model and Hypotheses**

The framework, based on Exit-the voice theory perspective and positive psychology, is conceptualized based on several previous studies (Barinua et.al, 2022; Carter & Youssef,2022; Vann,2020; Rubbab,2020; Boichuk& Menguc,2013; Armstrong,2009 ). Then, the research framework of the present research is shown in Fig. 1.



**Fig. 1: Theoretical Framework of Research**

**According to theoretical framework of this research, hypotheses are formulated as:**

**H1:** There is a significant correlation between psychological capital (PC) and voice behavior (VP).

**H11:** There is a significant correlation between self-efficacy (SE) and voice behavior (VP).

**H12:** There is a significant correlation between flexibility (RE) and voice behavior (VP).

**H13:** There is a significant correlation between hope (HO) and voice behavior (VP).

**H14:** There is a significant correlation between optimism (OP) and voice behavior (VP).

**H2:** There is a significant effect between psychological capital (PC) and voice behavior (VP).

**H21:** There is a significant effect between self-efficacy (SE) and voice behavior (VP).

**H22:** There is a significant effect between flexibility (RE) and voice behavior (VP).

**H23:** There is a significant effect between hope (HO)



and voice behavior (VP).

**H24:** There is a significant effect between optimism (OP) and voice behavior (VP)

#### 4. Methodology

##### 4.1 Target Population

In the present research, the population refers to all employees that work in the Iraqi private banking sector in the province of Mosul in Iraq.

##### 4.2 Sample and Procedures

Based on an application of the random sampling technique, questionnaires were randomly distributed only among 63 employees by personal delivery and collection of questionnaires from September to October 2022, While the number of questionnaires received was 58.

##### 4.3 Measures

In the present study, the 20 measurement items

Table (3) Stability coefficient of search scale

| Variables                  | Dimensions         | number of items | stability coefficient |
|----------------------------|--------------------|-----------------|-----------------------|
| Psychological Capital (PC) | Self-efficacy (SE) | 5               | 0.96                  |
|                            | Hope (HO)          | 5               | 0.96                  |
|                            | Flexibility (RE)   | 5               | 0.91                  |
|                            | optimism (OP)      | 5               | 0.83                  |
| all dimensions             |                    |                 | 0.84                  |
| <b>Voice behavior (VP)</b> |                    | <b>7</b>        | <b>0.97</b>           |

##### 4-4- Coding of variables and scale items and testing normal distribution of data

This topic presents the test of the normal distribution of the approved data, to identify the type of test that fits that data, so to identify the normal distribution of the study data or not, will depend on the coefficients of Skewness and Kurtosis, and the researcher points out (Kline, 2011:62). ) indicates that the skew coefficient shows "how similar the data is", as the symmetric data are normally distributed, and the oblateness coefficient is used to identify the measurement of the height of the top of the distribution. (Wegner, 2013:83) states that there is no fixed rule to indicate the values of the coefficients of flatness or skewness as a maximum or a minimum, but there is an approximate formula that

were adapted from (Ouari & Lefkir,2022,p:991; Sapyaprpa et. al,2013,p:397) for Psychological Capital,(Zhu et. al,2022,p:15; Ruck et. al,2017,p:15)for Voice Behavior. Moreover, the present study seeks to measure all variables by using a 5-point Likert scale where the survey question is referred to agreement degree (i.e. 1 = strongly disagree, and 5 = strongly agree).

##### 4-4: Stability of the study measuring instrument:

Stability is used to measure the consistency of the questionnaire items (the scale), as well as the stability of results reached in different periods. Statistically in administrative and behavioral research (Nunnally & Bernstein, 1994), and after conducting test, it became clear that all dimensions were acceptable individually and collectively, as shown in the table below:

can be adopted, which is that the values of both flatness or skewness between (1.96:-1.96) are the values that achieve the distribution. The data is natural, and based on that, the ideas of the researcher (Wegner) were relied on to verify the distribution of the data as follows:

##### 4-4-1- Testing the normal distribution of the items for the study variables:

Tables (4) and (5) show that the approved sample size is (58) and all values are valid for analysis, as there is no missing value, and that all values of the skewness and flattening coefficients are close to zero, so all the paragraphs of the research variables (Psychological Capital (PC) -Independent variable, Voice behavior (VP) - The dependent variable is normally distributed.

Table (4) Results of the normal distribution of the variable psychological capital (PC)

|   | coding | Valid | Missing | Skewness | Std. Skewness | Error of Kurtosis | Std. Error of Kurtosis |
|---|--------|-------|---------|----------|---------------|-------------------|------------------------|
| Items of the dimensions of self-efficacy (SE) |        |       |         |          |               |                   |                        |
| 1   | se1    | 58    | 0.00    | 1.828    | .314          | 1.571             | .618                   |
| 2   | se2    | 58    | 0.00    | 1.020    | .314          | 1.420             | .618                   |
| 3   | se3    | 58    | 0.00    | 1.847    | .314          | 1.896             | .618                   |
| 4   | se4    | 58    | 0.00    | 1.919    | .314          | 1.602             | .618                   |
| 5   | se5    | 58    | 0.00    | 1.454    | .314          | 1.014             | .618                   |
| Items of the dimensions hope (HO)             |        |       |         |          |               |                   |                        |
| 1   | hc1    | 58    | 0.00    | -1.736-  | .314          | 1.024             | .618                   |



|  |     |    |      |         |      |        |      |
|--|-----|----|------|---------|------|--------|------|
| 2  | ho2 | 58 | 0.00 | -1.301- | .314 | .659   | .618 |
| 3  | ho3 | 58 | 0.00 | -1.116- | .314 | .249   | .618 |
| 4  | ho4 | 58 | 0.00 | -1.697- | .314 | 1.116  | .618 |
| 5  | ho5 | 58 | 0.00 | -1.098- | .314 | .382   | .618 |
| Items of the dimensions flexibility (RE) |     |    |      |         |      |        |      |
| 1  | re1 | 58 | 0.00 | -.730-  | .314 | -.037- | .618 |
| 2  | re2 | 58 | 0.00 | -.699-  | .314 | -.211- | .618 |
| 3  | re3 | 58 | 0.00 | -.918-  | .314 | 1.480  | .618 |
| 4  | re4 | 58 | 0.00 | -1.073- | .314 | .491   | .618 |
| 5  | re5 | 58 | 0.00 | -.868-  | .314 | .405   | .618 |
| Items of the dimensions optimism (OP)    |     |    |      |         |      |        |      |
| 1  | op1 | 58 | 0.00 | -.340-  | .314 | -.615- | .618 |
| 2  | op2 | 58 | 0.00 | -.189-  | .314 | -.511- | .618 |
| 3  | op3 | 58 | 0.00 | -.635-  | .314 | -.971- | .618 |
| 4  | op4 | 58 | 0.00 | -.440-  | .314 | .596   | .618 |
| 5  | op5 | 58 | 0.00 | -.057-  | .314 | -.272- | .618 |

**Source: SPSS.V.24 outputs.**

**Table (5) Results of the normal distribution of Voice behavior (VP)**

|                              | <b>coding</b> | <b>Valid</b> | <b>Missing</b> | <b>Skewness</b> | <b>Std. Error of Skewness</b> | <b>Kurtosis</b> | <b>Std. Error of Kurtosis</b> |
|------------------------------|---------------|--------------|----------------|-----------------|-------------------------------|-----------------|-------------------------------|
| Items of Voice behavior (VP) |               |              |                |                 |                               |                 |                               |
| 1                            | <b>vp1</b>    | <b>58</b>    | <b>0.00</b>    | <b>1.458</b>    | <b>.314</b>                   | <b>1.484</b>    | .618                          |
| 2                            | <b>vp2</b>    | <b>58</b>    | <b>0.00</b>    | <b>1.877</b>    | <b>.314</b>                   | <b>1.903</b>    | .618                          |
| 3                            | <b>vp3</b>    | <b>58</b>    | <b>0.00</b>    | <b>1.382</b>    | <b>.314</b>                   | <b>1.526</b>    | .618                          |
| 4                            | <b>vp4</b>    | <b>58</b>    | <b>0.00</b>    | <b>1.473</b>    | <b>.314</b>                   | <b>1.596</b>    | .618                          |
| 5                            | <b>vp5</b>    | <b>58</b>    | <b>0.00</b>    | <b>1.534</b>    | <b>.314</b>                   | <b>1.697</b>    | .618                          |
| 6                            | <b>vp6</b>    | <b>58</b>    | <b>0.00</b>    | <b>1.548</b>    | <b>.314</b>                   | <b>1.702</b>    | .618                          |
| 7                            | vp7           | 58           | 0.00           | 1.458           | .314                          | 1.484           | .618                          |

#### **4-5-Exploratory factor analysis of study variables (EFA)**

Exploratory factor analysis is conducted to identify the validity of the paragraphs and extract their dependency on the dimensions, and it is required that the dimensions be saturated by (0.40) or more to accept the saturation of the paragraphs for their dimensions.

##### **4-5-1-Exploratory factor analysis of the psychological capital (PC) variable**

###### **Adequate sample size:**

The results of Table (6) indicate that the sample size adequacy index (KMO) recorded a value of (.715), and this reading is a significant reading and greater than (0.70), as the value of the significance level is less than the error of (0.05), hence The condition of sufficient sample size (KMO) has been met and the analysis can proceed.

**table (6) KMO test results for adequacy of sample size for analysis**

| KMO and Bartlett's Test                          |                    |         |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | .715    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 1166.74 |
|  | Df                 | 190     |
|  | Sig.               | .000    |

#### **1. Explained variance**

The exploratory factor analysis includes obtaining the factors that do not exceed the variables included in the analysis, and the factors outside the acceptable range are excluded, through which the distinctive values of the input factors are included, in addition to the percentage of their interpretation is acceptable, and from the review of Table (7), the four variables indicated It explains (79.298%) of the total variance value, which is an acceptable percentage.



**Table (7) Distinguishing Values of Factors and Explaining Variation of the Dimensions of Psychological Capital (PC)**

| <b>Total Variance Explained</b> |                     |               |              |                                     |               |              |                                   |               |              |
|---------------------------------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component                       | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|                                 | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1                               | 5.588               | 27.941        | 27.941       | 5.588                               | 27.941        | 27.941       | 4.512                             | 22.562        | 22.562       |
| 2                               | 4.572               | 22.862        | 50.803       | 4.572                               | 22.862        | 50.803       | 4.415                             | 22.077        | 44.638       |
| 3                               | 3.412               | 17.059        | 67.862       | 3.412                               | 17.059        | 67.862       | 3.753                             | 18.764        | 63.403       |
| 4                               | 2.287               | 11.436        | 79.298       | 2.287                               | 11.436        | 79.298       | 3.179                             | 15.895        | 79.298       |

**Extraction Method: Principal Component Analysis.**

## 2. Factor extraction

The exploratory factor analysis entails rotating the data after it has proven its sufficiency, and this is done by obtaining the rotation matrix for the factors and components, through which the factors are extracted by deleting the paragraphs that do not

have an acceptable saturation percentage for the factor to which they belong (and the paragraphs that obtained a saturation percentage have been deleted less than 0.40), and from here the result is as in Table (8). It became clear that this scale consists of 20 items distributed in four factors.

**Table (8) Results of the exploratory factor analysis of the psychological capital scale (PC)**

|     | Rotated Component Matrix |             |             |             |   |
|-----|--------------------------|-------------|-------------|-------------|---|
|     | Component                | 1           | 2           | 3           | 4 |
| ho1 | <b>.942</b>              |             |             |             |   |
| ho2 | <b>.932</b>              |             |             |             |   |
| ho3 | <b>.928</b>              |             |             |             |   |
| ho4 | <b>.923</b>              |             |             |             |   |
| ho5 | <b>.912</b>              |             |             |             |   |
| se1 |                          | <b>.955</b> |             |             |   |
| se2 |                          | <b>.934</b> |             |             |   |
| se4 |                          | <b>.910</b> |             |             |   |
| se5 |                          | <b>.900</b> |             |             |   |
| se3 |                          | <b>.898</b> |             |             |   |
| re2 |                          |             | <b>.869</b> |             |   |
| re4 |                          |             | <b>.859</b> |             |   |
| re1 |                          |             | <b>.841</b> |             |   |
| re3 |                          |             | <b>.839</b> |             |   |
| re5 |                          |             | <b>.835</b> |             |   |
| op1 |                          |             |             | <b>.890</b> |   |
| op2 |                          |             |             | <b>.827</b> |   |
| op5 |                          |             |             | <b>.776</b> |   |
| op4 |                          |             |             | <b>.724</b> |   |
| op3 |                          |             |             | <b>.660</b> |   |

**Extraction Method: Principal Component Analysis.**

**Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>**

**a. Rotation converged in 5 iterations.**

## 4-6 Confirmatory factor analysis:

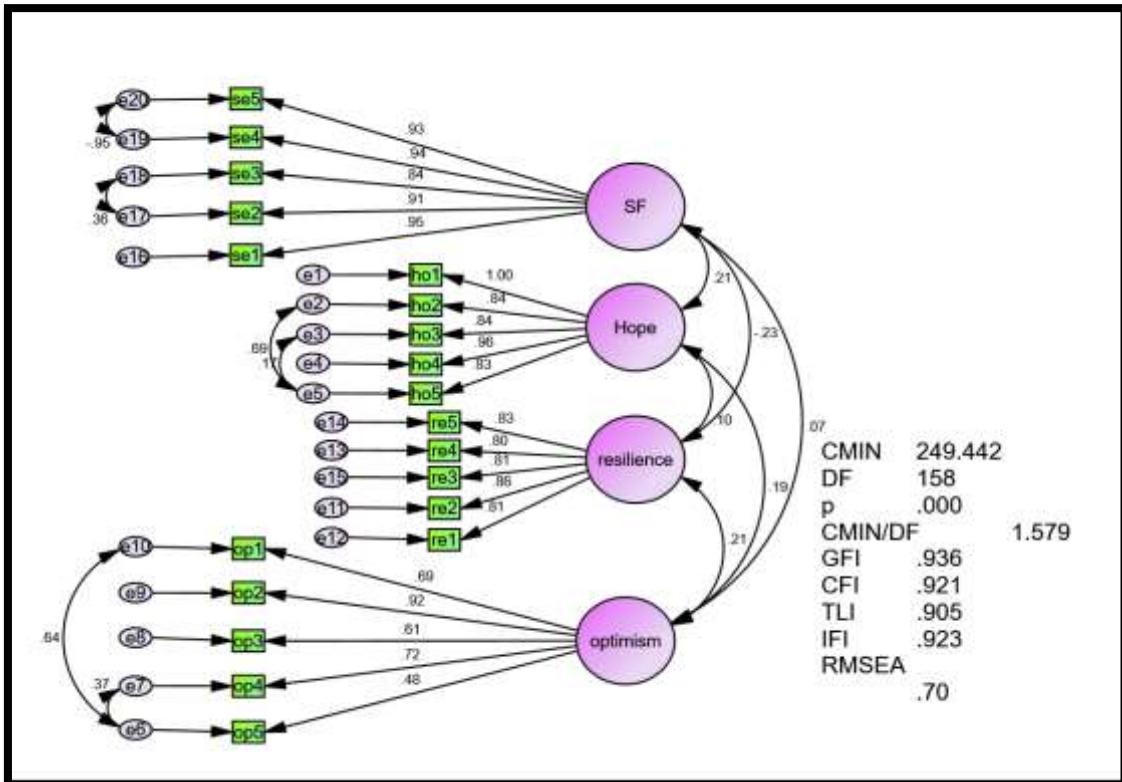
The researcher aims by resorting to the use of confirmatory factor analysis to identify the validity of the construct and the concept. The confirmatory factor analysis was for the data of the study variables

and through (20) paragraphs that represented the independent variable of the study, psychological capital (PC), and its four dimensions, as it is one of the best methods used to verify validity. The



constructivist of standards, the researcher employed for this purpose the program (Amos. V24), and the

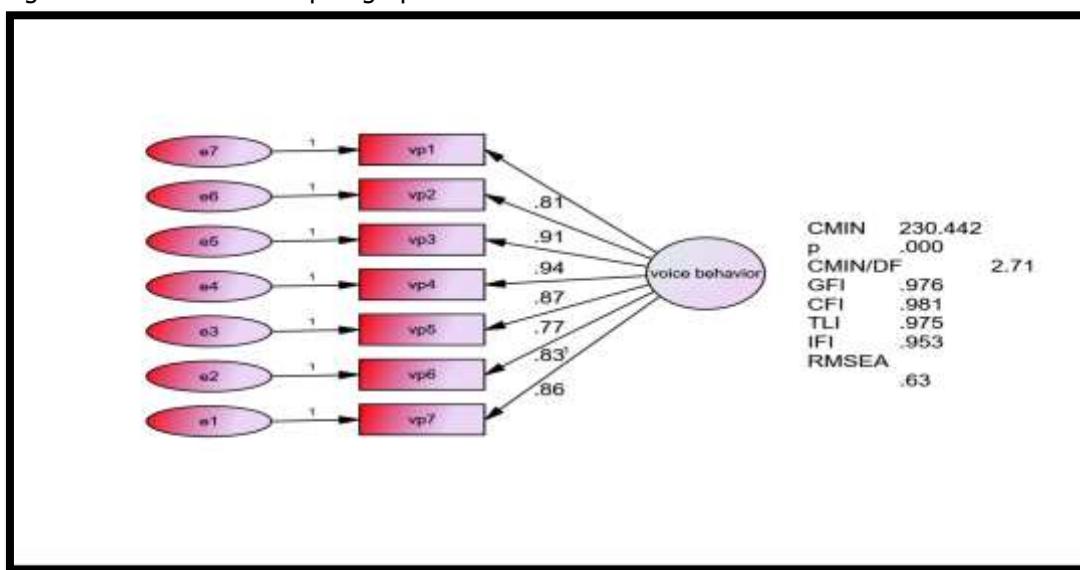
results were as in Figure (2) as follows



**Figure (2) Confirmatory factor analysis of psychological capital (PC) data.**

The researcher finds that the conditions of the confirmatory factor analysis have been fulfilled, that the percentages of saturation of the paragraphs were

greater than (0.40) and that it was significant, and the quality standards of conformity were compared, and all of them were identical to the conditions.



**Figure (3) Confirmatory factor analysis of Voice behavior (VP) data.**

The researcher finds that the conditions of the confirmatory factor analysis have been fulfilled, that the percentages of saturation of the paragraphs were

greater than (0.40) and that it was significant, and the quality standards of conformity were compared, and all of them were identical to the conditions.



#### 4-7-Descriptive analysis of the sample responses

This paragraph includes the presentation and analysis of data and information, after they were collected by questionnaire forms from the study community about the study variables, which are distributed over five sequential weights from the highest weight of (5) degrees to represent the answer field (strongly agreed) to its lowest weight, Who was given (1) one degree to represent the

answer field (strongly disagree), and between them, other weights are (4-3-2) to represent the answer fields (no agreement - neutral - agreed) respectively, to then extract the statistical indicators represented by the mean The arithmetic mean, and the standard deviation, as the hypothetical mean of (3) is adopted, as each dimension obtains hypothetical arithmetic mean higher than (3), so it is acceptable, otherwise it is considered rejected.

**Table (9) Statistical description of the study variables**

|                                   | <b>N</b>         | <b>Minimum</b>   | <b>Maximum</b>   | <b>Mean</b>      | <b>Std. Deviation</b> | <b>Relative importance</b> | <b>Sequence</b>  |
|-----------------------------------|------------------|------------------|------------------|------------------|-----------------------|----------------------------|------------------|
|                                   | <b>Statistic</b> | <b>Statistic</b> | <b>Statistic</b> | <b>Statistic</b> | <b>Statistic</b>      | <b>Statistic</b>           | <b>Statistic</b> |
| <b>Self-efficacy (SE)</b>         | <b>58</b>        | <b>1.00</b>      | <b>5.00</b>      | <b>1.8172</b>    | <b>1.08209</b>        | <b>36%</b>                 | <b>4</b>         |
| <b>Hope (HO)</b>                  | <b>58</b>        | <b>1.00</b>      | <b>5.00</b>      | <b>3.9724</b>    | <b>1.19264</b>        | <b>79%</b>                 | <b>3</b>         |
| <b>Flexibility (RE)</b>           | <b>58</b>        | <b>2.00</b>      | <b>5.00</b>      | <b>4.1931</b>    | <b>.70084</b>         | <b>84%</b>                 | <b>2</b>         |
| <b>optimism (OP)</b>              | <b>58</b>        | <b>3.40</b>      | <b>5.00</b>      | <b>4.2345</b>    | <b>.50837</b>         | <b>85%</b>                 | <b>1</b>         |
| <b>Psychological Capital (PC)</b> | <b>58</b>        | <b>2.20</b>      | <b>4.70</b>      | <b>3.5543</b>    | <b>.50656</b>         |                            |                  |
| <b>Voice behavior (VP)</b>        | <b>58</b>        | <b>1.00</b>      | <b>4.86</b>      | <b>1.8695</b>    | <b>1.05769</b>        |                            |                  |
| <b>Valid N (listwise)</b>         | <b>58</b>        |                  |                  |                  |                       |                            |                  |

#### Source: SPSS.V.24 outputs.

- The self-efficacy dimension (SE) was achieved for the researched sample with an arithmetic mean of (1.8172), with a standard deviation of (1.08209), and a percentage weight of (36%), and the order of the dimension was (4).
- The dimension of hope (HO) was achieved for the researched sample with an arithmetic mean of (3.9724), with a standard deviation of (1.19264), and a percentage weight of (79%), and the order of the dimension was (3).
- The elasticity dimension (RE) was achieved for the investigated sample with an arithmetic mean of (4.1931), with a standard deviation of (.70084), and

a percentage weight of (84%), and the order of the dimension was (2).

- The optimism dimension (OP) was achieved for the investigated sample with a mean of (4.2345), a standard deviation of (.50837), and a percentage weight of (85%), and the order of the dimension was (1).

#### 4-8- Testing the hypotheses of the correlations of the research variables:

This part of the research specializes in a statistical presentation through which the correlation relations between the independent variable and its dimensions and the dependent variable are tested and analyzed, which are as follows:

**Table (10) Correlation Matrix for Research Variables**

| <b>Correlations</b> |                            | <b>SE</b>     | <b>HO</b>   | <b>RE</b>     | <b>OP</b>    | <b>PC</b>     | <b>VP</b> |
|---------------------|----------------------------|---------------|-------------|---------------|--------------|---------------|-----------|
| <b>VP</b>           | <b>Pearson Correlation</b> | <b>.920**</b> | <b>.234</b> | <b>-.176-</b> | <b>.276*</b> | <b>.637**</b> | <b>1</b>  |
|                     | <b>Sig. (2-tailed)</b>     | <b>.000</b>   | <b>.077</b> | <b>.187</b>   | <b>.036</b>  | <b>.000</b>   |           |
|                     | <b>N</b>                   | <b>58</b>     | <b>58</b>   | <b>58</b>     | <b>58</b>    | <b>58</b>     | <b>58</b> |

**\*\*. Correlation is significant at the 0.01 level (2-tailed).**

**\*. Correlation is significant at the 0.05 level (2-tailed).**

#### Source: SPSS.V.24 outputs.

- 1.H1- There is a significant correlation between psychological capital (PC) and voice behavior (VP) at the overall level. Through the data of Table (10), it became clear that there was a positive correlation (.637\*\*), and the level of significance was (.000), which is less than the level of significance

determined by the researcher (0.05), so the first main hypothesis is accepted, and the null hypothesis is rejected.

2. H11- There is a significant correlation between self-efficacy (SE) and voice behavior (VP) at the overall level. Through the data of Table (10), it



became clear that there is a positive correlation (.920\*\*), and the level of significance was (000), which is less than the level of significance determined by the researcher (0.05), so the first sub-hypothesis is accepted, and the null hypothesis is rejected.

3.H12- There is a significant correlation between hope (HO) and voice behavior (VP) at the overall level. Through the data of Table (10), it became clear that there was a positive correlation (.234), while the level of significance was (.077), which is greater than the level of significance determined by the researcher (0.05), so the second sub-hypothesis is rejected, and the null hypothesis is accepted.

4. H13- There is a significant correlation between flexibility (RE) and voice behavior (VP) at the overall level. Through the data of Table (10), it became clear that there is a negative correlation (-.176-), and the level of significance was (.187) which is greater than the level of significance determined by the researcher (0.05), so the third sub-hypothesis is rejected, and the null hypothesis is accepted.

5.H14- There is a significant correlation between optimism (OP) and voice behavior (VP) at the overall level. Through the data of table (10), it became clear that there is a positive correlation (.276 \*), and the level of significance was (.036), which is less than the level of significance determined by the researcher (0.05), so the fourth sub-hypothesis is accepted, and the null hypothesis is rejected.

#### 4-9- Results of hypothesis testing

In this section, the results of testing the research hypotheses will be discussed, which will be tested successively:

1- The first main hypothesis (H2) There is a positive significant effect relationship between psychological capital (PC) and voice behavior (VP) among workers in the Najaf Education Directorate.

Table (11) shows the results of the impact relationship test for psychological capital (PC) on voice behavior (VP) among workers in the Najaf

Table (11) The results of the voice behavior test (VP) in the psychological capital (PC) of workers in the Najaf Education Directorate

| Coefficients |            | Unstandardized Coefficients |            | Standardized Coefficients | T       | Sig. | R Square |
|--------------|------------|-----------------------------|------------|---------------------------|---------|------|----------|
| Model        |            | B                           | Std. Error | Beta                      |         |      |          |
| 1            | (Constant) | -2.861-                     | .772       |                           | -3.708- | .000 | 0.406    |
|              | PC         | 1.331                       | .215       | .637                      | 6.192   | .000 |          |

#### a. Dependent Variable: VP

#### Source: SPSS.V.24 outputs.

According to what was presented in Table (11) of the results of the test of influence relationships, which

Education Directorate, according to the results of determining the simple regression assuming that there is a significant relationship between the real value of psychological capital (PC) (X). And Voice behavior (VP) ((Y), which can be expressed by the following equation:

$$Y = a + \beta X$$

where

y = voice behavior (VP).

X = psychological capital (PC).

B = slope of the equation (the amount of change in y that occurs as a result of a change of x units).

a = statistical constant.

This equation shows that the psychological capital (PC) of employees in the Najaf Education Directorate is a function of the value of the voice behavior (VP), that the estimates of this equation and its statistical indicators were calculated at the level of the research sample of (58) individuals, and the simple regression equation for the relationship was as follows :

Voice behavior (VP) among workers in the Najaf Education Directorate = (-2.861) + (1.331) psychological capital (PC)

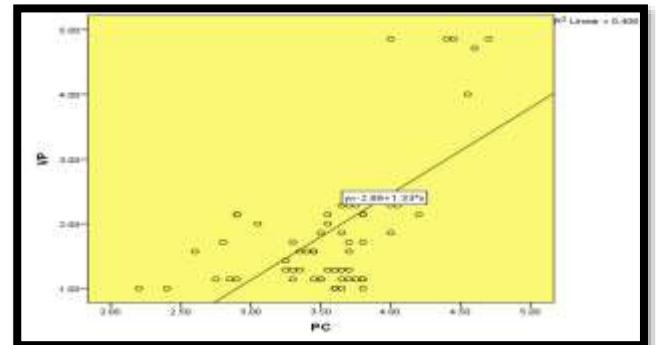


Figure (4) The results of the test of the relationship of the influence of voice behavior (VP) on the psychological capital (PC) of workers in the Najaf Education Directorate  
 the coefficients table indicated the indicated values, as follows:

showed that there is an influence relationship of psychological capital (PC) on vocal behavior (VP), as



the effect constant reached (-2.861), and the slope of the regression reached (1.331). Directly, that is: when increasing psychological capital (PC) by one unit, it will enhance vocal behavior (VP) (1.331), in addition to that psychological capital (PC) explains a percentage (0.406) of the variation in vocal behavior (VP), which is significantly based on To the calculated (T) value (6.192), which is greater when compared to the tabular (T) of (2.00), and the value of the significance level supports this result, which

Table (12) Results of the Voice behavior Relationship Test (VP) in self-efficacy (SE), hope (HO), flexibility (RE), and optimism (OP)

| <b>Coefficients</b> |                   |                                    |                   |                                  |                |             |                 |
|---------------------|-------------------|------------------------------------|-------------------|----------------------------------|----------------|-------------|-----------------|
| <b>Model</b>        |                   | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>T</b>       | <b>Sig.</b> | <b>R Square</b> |
|                     |                   | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      |                |             |                 |
| <b>1</b>            | <b>(Constant)</b> | <b>-.931-</b>                      | <b>.506</b>       |                                  | <b>-1.839-</b> | <b>.072</b> | <b>.87</b>      |
|                     | <b>SE</b>         | <b>.862</b>                        | <b>.051</b>       | <b>.882</b>                      | <b>16.857</b>  | <b>.000</b> |                 |
|                     | <b>HO</b>         | <b>.028</b>                        | <b>.045</b>       | <b>.032</b>                      | <b>.624</b>    | <b>.535</b> |                 |
|                     | <b>RE</b>         | <b>-.072-</b>                      | <b>.079</b>       | <b>-.047-</b>                    | <b>-.908-</b>  | <b>.368</b> |                 |
|                     | <b>OP</b>         | <b>.336</b>                        | <b>.108</b>       | <b>.161</b>                      | <b>3.119</b>   | <b>.003</b> |                 |

#### a. Dependent Variable: VP

##### Source: SPSS.V.24 outputs.

Table (12) shows the results of the Voice behavior Relationship Test (VP) in self-efficacy (SE), hope (HO), flexibility (RE), and optimism (OP), according to the results of multiple regression determination, and it can be expressed by the following equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

where

y = voice behavior (VP).

X1 = Self-efficacy (SE).

X2 = HOPE (HO).

X3 = Resilience (RE).

X4 = optimism (OP).

B = slope of the equation (the amount of change in y that occurs as a result of a change of x units).

a = statistical constant. This equation shows that the self-efficacy (SE), hope (HO), flexibility (RE), and optimism (OP) among workers in the Najaf Education Directorate are a function of the true value of voice behavior (VP), that the estimates of this equation and its statistical indicators were calculated on The level of the research sample amounting to (58) individuals, and the multiple regression equation for the relationship was as follows:

Voice behavior (VP) among workers in Najaf Education Directorate =  $(-.931-) + (.862) \text{ Self-efficacy (SE)} + (.028) \text{ Hope (HO)} + (-.072-) \text{ Flexibility (RE)} + (.336) \text{ Optimism (OP)}$

And in light of the regression equation, the constant indicates (a = -.931), and this means that there is a presence of voice behavior (VP) among workers in the Najaf Education Directorate of -.931 when it is

amounted to (0.000), is less than the level of significance, which the researcher assumed ( 0.05), and according to these results, the alternative hypothesis was accepted, and the null hypothesis was rejected at the level of this study.

2- Sub-hypotheses: There is a positive significant effect relationship between voice behavior (VP) and self-efficacy (SE) -H21, hope (HO) -H22, flexibility (RE)-H23, and optimism (OP)-H24- among workers in the Najaf Education Directorate.

self-efficacy (SE), hope (HO). , elasticity (RE), and optimism (OP) are zero. As for the value of the marginal slope, it reached ( $\beta_1 = .862$ ) and the accompanying (X1) indicates that a change of (1) in the self-efficacy (SE) (X1) will lead to a change of (.862) in the voice behavior (VP), It reached a level of significance of (.000), which is less than the level of significance that the researcher assumed of (0.05), he must accept the first sub-hypothesis, the value of the marginal slope has reached ( $\beta_2 = .028$ ), and the accompanying (X2) indicates that a change of (. 1) In the hope (HO) (X2) will lead to a change of (.028) in the voice behavior (VP), it reached a level of significance of (.535) which is greater than the level of significance that the researcher assumed of (0.05), so the sub-hypothesis is rejected Second, the value of the marginal slope has reached ( $\beta_3 = -.072$ ) and the accompanying (3X) indicates that a change of (1) in elasticity (RE) (X3) will lead to a change of (-.072) in the voice behavior (VP). ), reached a level of significance of (.368), which is greater than the level of significance assumed by the researcher of (0.05), so the third sub-hypothesis is rejected, the value of the marginal slope has reached ( $\beta_4 = .336$ ) and the accompanying (4X) indicates that a change in Its value (1) in optimism (OP) (X4) will lead to a positive change Show it (.336) in the voice behavior (VP), it reached a level of significance of (.003), which is less than the level of significance that the researcher assumed of (0.05), he must accept the fourth sub-hypothesis.



The value of the coefficient of determination ( $R^2$ ) also indicated a coefficient of (.87), which means that self-efficacy (SE), hope (HO), flexibility (RE), and optimism (OP) explain its value (.87) from the variance in behavior. The acoustic (VP) among workers in the Directorate of Education in Najaf and that 0.13) of the unexplained variance is due to variables that were not included in the regression model, which is an indicator within confidence (0.05).

**Table (13) summarizes the decision to accept and reject the hypotheses**

| Hypothesis | level of significance | the decision |
|------------|-----------------------|--------------|
| H1         | .000                  | Acceptance   |
| H11        | .036                  | Acceptance   |
| H12        | .077                  | to reject    |
| H13        | .187                  | to reject    |
| H14        | .000                  | Acceptance   |
| H2         | .000                  | Acceptance   |
| H21        | .000                  | Acceptance   |
| H22        | .535                  | to reject    |
| H23        | .368                  | to reject    |
| H24        | .003                  | Acceptance   |

The table was prepared by the researcher according to the results of the outputs of the SPSS.V.24 program.

#### CONCLUSIONS AND DISCUSSION

In light of the aforementioned results, the study reached a set of conclusions, the most important of which are as follows:

The general average of psychological capital amounted to (3.5543), which is higher than the hypothetical mean, and this indicates that workers have high psychological capital that helps them develop a state of optimism, hope, and flexibility at work. As for vocal behavior, it was less than the arithmetic mean (1.8695), and this gives a perception of the decline of the space granted to the workers in the Directorate of Education to express ideas and proposals related to work.

The results also led to the presence of a significant and good correlation between psychological capital and vocal behavior with an amount of (0.637), and this will enhance the level of vocal behavior desired by the Najaf Governorate Education Directorate.

The results showed that there is an effect of the dimensions of psychological capital on vocal behavior, as the effect of self-efficacy (0.822), hope (0.032), and optimism (0.161) was positive in psychological capital, and this indicates that SE, HO, and OP increase the possibility of providing opportunities for workers in Directorate of Education to express their opinions and proposals related to work through high efficiency and the high

level of influence of hope and optimism within the work environment - on the other hand, the effect of flexibility RE was negative as it reached (-0.047).

In light of the above, we present some recommendations that will hopefully enhance the level of vocal behavior within the Directorate of Education in Najaf Governorate:

Work to spread a culture of dialogue and discussion between senior management and workers at administrative levels on labor issues.

Involving workers with knowledge and experience at all administrative levels in making decisions related to work and promoting it and supporting creative ideas and visions.

Enhancing workers' confidence in their abilities and capabilities at work in a way that contributes to enhancing their performance.

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