

# Review of: "The Mediating Role of Islamic Work Ethics in the Effect of Psychological Capital on Organizational Citizenship Behavior"

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Potential competing interests: No potential competing interests to declare.

## Contributions

- This work contributes to organizational psychology and positive psychology. Including Islamic ethics as mediative offers a cultural and ethical perspective that can be upgrade the understanding of workers motivation in specific work environments.
- contribution to academic literature.
- aiding managers and leaders to understand how to cultivate an environment that values human psychological capital as work ethics, bringing work satisfaction, engagement, and consequently, better organizational performance.

## Findings

- psychological capital has a positive and significant effect on both Islamic work ethics and organizational citizenship behavior.
- Islamic work ethics serves as a mediator between psychological capital and organizational citizenship behavior. This means that the positive effects of psychological capital on organizational citizenship behavior are enhanced through the influence of Islamic work ethics.
- statistical significance indicating strong evidence for the proposed hypotheses.
- the good fit indices of the work.
- the implications for organizations, namely the psychological capital among employees can enhance their ethical work behaviors and promote citizenship behaviors that benefit the organization, and the cultural context of Islamic contexts, in shaping workplace behaviors and ethics.

## Limitations

- the sample size seems adequate for preliminary findings, it may limit the generalizability of the results to broader populations or different organizational contexts.
- the orientation of the study contemplates a specific cultural framework, it been preferable enlarge it to other Islamic cultural contexts.
- the capture of a single point of time in cultural design.
- risk of participants might provide socially desirable responses rather than accurate reflections of their behaviors or attitudes.

## Strengths

- the relevance of the topic.
- the theoretical contribution.
- robust methodology.
- practical implications.
- comprehensive literature review.
- clear structure and presentation.

## Methods

- the use of structural equation modeling (SEM) through SMART-PLS provides a sophisticated analytical framework that allows for a comprehensive examination of the relationships between variables. This methodological rigor strengthens the validity of the findings.
- the study reports statistically significant results for all proposed relationships, indicating strong evidence for the hypotheses. This enhances the credibility of the conclusions drawn from the data.

## Discussion

- the study highlights that psychological capital significantly enhances organizational citizenship behavior, suggesting that fostering these psychological traits can lead to better employee engagement and performance.
- islamic work ethics serve as a crucial mediator, indicating that ethical frameworks can amplify the positive effects of psychological capital on employee behavior.
- findings emphasize the importance of cultural values in shaping workplace behaviors, particularly in Islamic contexts, which may differ from Western organizational behavior models.
- suggestions of actionable strategies for organizations, such as developing training programs that enhance psychological capital and promote ethical work practices.
- calls for further exploration of the interplay between psychological capital and various ethical frameworks across different cultural settings to broaden the understanding of these dynamics.

## Conclusions

- significant correlations between psychological capital, Islamic work ethics, and organizational citizenship behavior, highlighting their interdependence in influencing employee actions.
- the Islamic work ethics effectively mediate the relationship between psychological capital and organizational citizenship behavior, suggesting that ethical frameworks enhance the positive impact of psychological traits on workplace behavior.
- organizations are encouraged to cultivate psychological capital among employees, as this can lead to improved ethical behavior and greater contributions to organizational success.
- ethical considerations play a crucial role in shaping employee engagement and behavior.

## References

- the references are integral to establishing the validity and relevance of the research, guiding readers through the theoretical and empirical landscape surrounding the study's focus.