CHAPTER-V
RESULTS AND
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The present study was designed to investigate "A Correlational Study of Positive Psychological Capital and Organizational Commitment". Measure of Positive Psychological Capital includes Self-efficacy/Confidence, Hope, Resiliency and Optimism Capacities. In present investigation a correlational design was applied to test the proposed hypotheses. The data, collected from 100 company managers using appropriate scales and questionnaire for each variable, was analyzed by using the following statistical methods:

1. Descriptive statistical analysis
2. Correlational analysis
3. Stepwise multiple regression analysis.

The result have been presented and discuss as per above three analysis procedures in the coming sections of the dissertation.

Descriptive Statistics

In order to analyze the scores on various measures of Positive Psychological Capital and Organizational Commitment, the means and values of standard deviation were calculated and presented in Table No.1
Table 1 Mean and Standard Deviation Values on all the independent (Positive Psychological Capital) and dependent (Organizational Commitment) variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>103.36</td>
<td>12.58</td>
</tr>
<tr>
<td>Affective Commitment</td>
<td>34.18</td>
<td>5.35</td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td>35.00</td>
<td>6.88</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>34.06</td>
<td>4.83</td>
</tr>
<tr>
<td>Positive Psychological Capital</td>
<td>104.76</td>
<td>15.31</td>
</tr>
<tr>
<td>Self-efficacy/Confidence</td>
<td>27.36</td>
<td>5.49</td>
</tr>
<tr>
<td>Hope</td>
<td>27.91</td>
<td>5.29</td>
</tr>
<tr>
<td>Resiliency</td>
<td>25.20</td>
<td>4.04</td>
</tr>
<tr>
<td>Optimism</td>
<td>24.29</td>
<td>3.50</td>
</tr>
</tbody>
</table>

Organizational Commitment:

Organizational Commitment was assessed on 3 dimensions/components. The mean and value of standard deviation were computed, as shown in the above table. The overall Organizational Commitment minimum possible score on the variable is 24 and maximum score is 168. The minimum and maximum score of Organizational Commitment for the present sample are 79 and 137 respectively. The mean and standard deviation values of Organizational Commitment are 103.36 and 12.58 respectively. Higher score indicates better is the organizational commitment and vice-versa.
Affective Commitment: The first dimension/component of Organizational Commitment is Affective Commitment. The possible score on the variable is 7 and maximum score is 56. The minimum and maximum score of Affective Commitment for the present sample are 23 and 49 respectively. The mean and standard deviation values of Affective Commitment are 34.18 and 5.35 respectively. Higher score indicates better affective Commitment and a low score indicates poor affective commitment.

Continuance Commitment: The second dimension/component of Organizational Commitment is Continuance Commitment. The minimum and maximum possible score on the variable are 7 and 56 respectively. The minimum and maximum score of Continuance Commitment for the present sample are 24 and 54 respectively. Obtained mean is equal to 35 and value of standard deviation is 6.88. A high score points towards better continuance commitment and vice-versa.

Normative Commitment: The third last component of Organizational Commitment is Normative Commitment. The minimum and maximum possible score on the variable are 7 and 56 respectively. The minimum and maximum score of Normative Commitment for the present sample are 25 and 45 respectively. The mean and standard deviation values of Normative Commitment in the present study are 34.06 and 4.82 respectively. A high score indicates better normative commitment and a low score indicates poor normative commitment.

Positive Psychological Capital:

Positive Psychological Capital was assessed on 4 capacities. The mean and value of standard deviation were computed, as shown in the above table. The overall Positive Psychological Capital minimum possible score on the variable is 24 and maximum score is 144. The minimum and maximum score of Positive Psychological Capital for the present sample are 73 and 132 respectively. Obtained mean is equal to 104.76 and value of standard deviation is 15.31. A high score points towards better positive psychological capital and vice-versa.

Self-efficacy/Confidence: The first capacity of Positive Psychological Capital is Self-efficacy/Confidence. The possible score on the variable is 6 and maximum score is 36. The minimum and maximum score of Self-efficacy/Confidence for the present sample are 16 and 37 respectively. The mean and standard deviation values of a Self-efficacy/Confidence are 27.36 and 5.49 respectively. Higher score indicates better self-efficacy/confidence and a low score indicates poor self-efficacy/confidence.
Hope: The second capacity of Positive Psychological Capital is Hope. The minimum possible score on the variable is 6 and maximum score is 36. The minimum and maximum score of Hope for the present sample are 16 and 36 respectively. Obtained mean and standard deviation values are 27.91 and 5.29 respectively. A high score points towards better hope and vice-versa.

Resiliency: The third capacity of Positive Psychological Capital is Resiliency. The minimum and maximum possible score on the Resiliency are 6 and 36 respectively. The minimum and maximum score of Resiliency for the present sample is 16 and 36 respectively. The mean and standard deviation values of a Resiliency are 25.20 and 4.04 respectively. A high score indicates better resilience and a low score indicates poor resilience.

Optimism: the last capacity of Positive Psychological Capital is Optimism. The minimum and maximum possible score on the variable are 6 and 36. The minimum score of Optimism for the present sample is 13 and the maximum score is 36 respectively. Obtained mean is equal to 24.29 and value of standard deviation is 3.50. A high score points towards better optimism and vice-versa.

In this way mean and standard values for the present investigation have been described. As discussed above, it is very clear that high and low values on different components.

Correlational Analysis

As mentioned earlier, the major objective of the present study was to find out the Positive Psychological Capital correlates of Organizational Commitment and a relevant hypothesis was formulated that various capacities of positive psychological capital would significant correlate to different dimensions of organizational commitment. In the present study, total 4 capacities of positive psychological capital (i.e. Self-efficacy/Confidence, Hope, Resiliency and Optimism) and 3 measures components of Organizational Commitment (i.e. one is Affective Commitment, second is Continuance Commitment, and last is normative commitment) were taken. Thus, intercorrelations between these positive psychological capital capacities and organizational commitment component measures were computed by applying Pearson product moment method.

The correlation matrix has been presented in Result Table 1. The details of major findings based on the intercorrelations are as follows:
Table 2 Coefficient of correlations between various capacities of Positive Psychological Capital and different components of Organizational Commitment.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Affective Commitment</th>
<th>Continuance Commitment</th>
<th>Normative Commitment</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-efficacy/Confidence</td>
<td>.332**</td>
<td>.299*</td>
<td>.216*</td>
<td>.350**</td>
</tr>
<tr>
<td>Hope</td>
<td>.335**</td>
<td>.331**</td>
<td>.213*</td>
<td>.405**</td>
</tr>
<tr>
<td>Resiliency</td>
<td>.242*</td>
<td>.262**</td>
<td>.055</td>
<td>.268**</td>
</tr>
<tr>
<td>Optimism</td>
<td>.206*</td>
<td>.239*</td>
<td>.017</td>
<td>.225**</td>
</tr>
<tr>
<td>Positive Psychological capital</td>
<td>.346**</td>
<td>.321**</td>
<td>.169</td>
<td>.388**</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Self-efficacy/Confidence and organizational commitment:

The Self-efficacy/Confidence is a capacity of positive psychological capital. The correlation matrix reveals that the self-efficacy/Confidence significantly and positively correlated with Organizational Commitment ($r=.350$, $p<.01$). It implies that managers, who have high score on the Self-efficacy/Confidence are highly committed to the Organizations. Self-efficacy/confidence has been strongly related to other work related behaviors. Confident managers have the ability to achieve specific goals in a specific situation, handle complex situations, create and develop meaning out of ambiguity and think clearly. Managers scoring high on self-efficacy/confidence have the ability to form perceptual relations and make a
solution of the obstacle. Such managers are more committed to their organization as compared to managers who score low on Self-efficacy/Confidence. The findings are in line with Niu (2010), who observed that high self-efficacy indicates higher level of career commitment. Sinha, Talwar and Rajpal (2002) also reported that organizational commitment was positively related with age, length of service in present cadre and self-efficacy. Another study, found a low positive association between occupational self-efficacy and organizational commitment (Rathi and Rastogi 2009).

Self-efficacy/Confidence with Affective Commitment bears a significant positive correlation ($r = .332, p < .01$). Managers, who have high Self-efficacy/ confidence, have also higher Affective Commitment. Confident managers are goal oriented, able to think of many ways to reach their current work goals, they are happy to spend the rest of their career in same organization and enjoy discussing their organizations with people outside organization and analyzed a long term problem to find a solution. Thus, Managers who have high self confidence show greater affective commitment to their organization as compared to managers who are score low on self-efficacy/confidence.

Self-efficacy/Confidence bears a positive significant correlation ($r = .299, p < .05$) with Continuance Commitment. It implies that Managers, who have high score on Self-efficacy/Confidence, show greater Continuance Commitment. Confident managers believe that they have too few options/reasons to leave their job at the present organization right now. They prefer to continue with their job in the organization in which they are presently employed. Thus, managers who are high score on self-efficacy are show more continuance commitment.

The correlation coefficients between Self-efficacy/confidence and is .216 significant at .05 level, indicating is a significant positive relation between Self-efficacy/confidence and Normative Commitment. It implies that Managers, who have high score on Self-efficacy/Confidence, are highly committed to the organizations. Confident managers believe that they must always be loyal to their organizations, jumping from organization to organization seems unethical to them. Thus, managers who score high on self-efficacy/confidence are more normative committed to their organization as compared to managers who score low on self-efficacy/confidence.

It means that there is a significant positive relationship between Self-efficacy/Confidence and Organizational Commitment and its components (i.e. Affective Commitment, Continuance Commitment and Normative Commitment).
Hope and Organizational Commitment:

Hope is a capacity of Positive Psychological Capital. When the Pearson Product Movement Correlations were computed between Hope and Organizational Commitment measures, it was observed was obtained correlation is a positive significant ($r = .405, p < .01$).

It implies that Managers, who have high score on hope, are highly committed to their organizations. Hopeful managers have the desire or agency to achieve goals and have the capability to develop various pathways or strategies towards goal accomplishments. Research found that managers, who score high on hope, are more committed to their organization than managers who score low on hope. Lifieng (2007), who also observed that employees’ hope has positive impact on their job performance, organizational commitment and organizational citizenship behavior. Cetin (2011) reported that organizational commitment has positive relationship with hope. Thus, the managers who are score higher of hope are more committed to their organizations as compared to managers who score low on hope.

Hope with Affective Commitment bears a significant positive correlation ($r = .335, p < .01$). It indicates that managers, who have high score on hope, also have higher Affective Commitment. Hopeful managers are goal oriented, and they think that many ways to reach their goals, they are happy to spend the rest of their career in same organization. Hopeful managers feel emotionally attached and feel like a family member in the present organizations, and they think they feel a strong sense of belonging the organization. Hopeful managers believe that can think of many ways to get out of jam at work. Bressler and Mark (2006) concluded that hope correlate with affective commitment. Ahiauzu (2009) reported that there is a positive and significant association between ‘hope’ and the measures of affective commitment. Thus, the managers who are score high on hope are more affectively committed to their organization as compared to managers who score low on hope.

The correlation matrix reveals that the Hope is significantly and positively correlated with Continuance Commitment ($r = .331, p < .01$). It implies that hopeful managers have greater continuance commitment with high score on hope. Hopeful managers prefer to continue with their job in the same organization in which they are presently employed. Ahiauzu (2009) concluded that there is a positive and significant association between ‘hope’ and the measures of continuance commitment. But there are studies which could not find any significant relationship between hope and continuance commitment Osage (2005). Thus, managers who have high score on hope are more continuance committed than managers who have low score on hope.
Hope with Normative Commitment bears a significant positive correlation ($r = .213$, $p < .05$). It implies that managers high on hope are so high on normative commitment. Hopeful managers value loyalty to one organization and one of the major reasons they continue to work for the organization is loyalty and therefore feel a sense of moral obligation to remain. Jumping from organization to organization seems unethical to them Hopeful managers are also more able to take more challenges in their life. Osage (2005) reported that a significant relationship between hope and normative commitment. Ahiauzu (2009) concluded that there is a positive and significant association between ‘hope’ and the measures of normative commitment. Thus, manager’s higher score on hope indicates better normative commitment than the low scorers on hope.

Overall there is a significant positive relationship between Hope and Organizational Commitment and its components i.e. Affective Commitment, Continuance Commitment and Normative Commitment.

**Resiliency and Organizational Commitment:**

The Resiliency is a capacity of positive psychological capital. The correlation matrix reveals that Resiliency is significantly and positively correlated with Organizational Commitment ($r = .268$, $p < .01$). It reveals that managers, who have high score on resiliency are highly committed to the Organizations. Resiliency is a positive way to cope with danger or distress or bouncing back from adversity and uncertainty. Managers high on resilience are able to take stressful things at work in stride. At work manage difficulties one way or another, are also able to handle many things at a time and usually expect the best. Lifeng (2007) reported that employees’ resiliency has positively impact on their job performance, organizational commitment and organizational citizenship behavior. Such managers are more committed to their organization.

The correlation coefficients between Resiliency and Affective Commitment is .242 significant at .05 level, indicating is a significant positive relation between Resiliency and Affective Commitment. Scoring high on resiliency has greater affective commitment. Thus, resilient managers are goal oriented, able to think of many ways to reach their current work goals, are happy to spend the rest of their career in same organization.

Table 2 indicate a significant and positive relation between Resiliency and Continuance Commitment ($r = .262$, $p < .01$). It implies that managers, high on resilience, also express high continuance commitment. Resilient managers prefer to continue with their job in the
organization in which they are presently employed. Such managers are more normative commitment to their organization.

The correlation matrix reveals a non-significant correlation between Resiliency and Normative Commitment. Thus, correlation is significantly and positively correlated with Organizational Commitment and its components except Normative Commitment.

**Optimism and Organizational Commitment:**

Optimism is another capacity of positive psychological capital. When the Pearson Product Movement Correlations were computed between Optimism and Organizational Commitment measures, it was observed that obtained correlation is a positive and significant ($r= .346, p < .01$). It reveals that Managers, who have high score on optimism, are highly committed to their organizations. Managers who score high on optimism look on the bright side of things regarding their job. The results point out that optimistic managers are more committed to their organization. The findings are supported by Lifieng (2007) found that employees' resiliency has positively impact on their job performance, organizational commitment and organizational citizenship behavior. Kyle, Luthans, Sandra, Lebsack, Richared and Lebsack (2008) observed that a highly significant positive relationship between optimism and organizational commitment, satisfaction and overall work performance. Thus, optimistic managers express greater organizational commitment.

Optimism with Affective Commitment also bears a significant positive correlation ($r= .206, p < .01$). It indicates that managers, who are highly optimistic, have also higher affective commitment. Optimistic managers are goal oriented and are able to think of many ways to reach their current work goals. Such managers are happy to spend the rest of their career in same organization and are emotionally attached to the organization. Similar findings are also reported by Bressler and Mark (2006) i.e. optimism positively correlates with affective commitment.

The correlation matrix indicates that the optimism is significantly and positively correlated with Continuance Commitment ($r= .239, p < .05$). It implies that managers scoring high on optimism have high continuance commitment. Optimistic managers prefer to continue with their jobs in the same organization in which they are presently employed. But there are studies which could not find any significant relationship between optimism and continuance commitment Bressler and Mark (2006).
Table 2 indicates a non-significant correlation between Optimism and Normative Commitment ($r = .017, p > .05$). Thus, Optimism is significantly and positively correlated with Organizational Commitment its components except Normative Commitment.

In sum the discussion of the obtained results on the basis of correlation analysis clearly indicates that various Positive Psychological Capacities are significantly associated with some of the components of Organizational Commitment. In this way first hypothesis of the study which stated that various capacities of Positive Psychological Capital would significantly correlate to different dimensions (Affective Commitment, Continuance Commitment and Normative Commitment) of Organizational Commitment is partially verified.

**Stepwise Multiple Regression Analysis**

In order to examine the extent to which weighted combination of various variables included in the study predict Organizational Commitment, stepwise multiple regression was applied to the obtained data. Although correlations are very useful statistical tool to know the associations yet they provide no idea about the predictive power of the variable. Therefore, multiple regression was worked out using stepwise method. The stepwise regression has an advantage over standard regression in the sense that it takes only the significant contributor in the equation regression.

The stepwise regression was employed to find a sub set of Positive Psychological Capital Capacities that account maximum proportion of variance in Organizational Commitment Components and to eliminate those that do not make additional contribution to the variables already in the equation. In the present study, there were a total of 4 predictor variables (independent variable) and 3 criterion variables (dependent variable). The predictor variables include Positive Psychological Capacities (Self-efficacy/Confidence, Hope, Resilience and Optimism). The criterion variable i.e. Organizational Commitment, involves three dimensions of Organizational Commitment i.e. Affective Commitment, Continuance Commitment and Normative Commitment. Multiple regression was applied on each criterion variable and following was observed for Organizational Commitment.

**Organizational commitment:**

The results of the regression analysis of Organizational Commitment reveal that only one predictor variable meet the criteria. Hope capacity contributed the significant prediction of Affective Commitment. Table 3 shows that multiple $R$ is .40 and $R^2$ equals .16 ($F = 19.25$
This implies that 16% of variance in Organizational Commitment is accounted for by Hope capacity.

Table 3 Predictors of Organizational Commitment as shown by step wise multiple regression analysis.

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Multiple R</th>
<th>R Square</th>
<th>B</th>
<th>F</th>
<th>P &lt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hope</td>
<td>.40</td>
<td>.16</td>
<td>.96</td>
<td>19.25</td>
<td>.01</td>
</tr>
</tbody>
</table>

The regression coefficient 'B' (unstandardized coefficients) of hope capacity is .96. The coefficient correlation matrix (Table-1) also points out that hope has positive relation with Organizational Commitment. This suggests that high score on hope predicts greater organizational commitment. Managers who are more hopeful are more committed to their organizations.

Affective Commitment:

The results of the regression analysis of Affective Commitment reveal that only one predictor variable meet the criteria i.e. Hope. Table 4 shows that multiple R is .34 and R² equals .11 (F = 12.36, p < .01). This implies that 11% of variance in Affective Commitment is accounted for by Hope capacity.

Table 4 Predictors of Affective Commitment as shown by step wise multiple regression analysis.

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Multiple R</th>
<th>R Square</th>
<th>B</th>
<th>F</th>
<th>P &lt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hope</td>
<td>.34</td>
<td>.11</td>
<td>.34</td>
<td>12.36</td>
<td>.01</td>
</tr>
</tbody>
</table>

The regression coefficient 'B' of Hope capacity is .34. Thus, the predictor has positive direction of relation with Affective Commitment. Similar directions of relationships were also observed in the coefficient of correlation matrix (Table 2). These findings suggests that
high score on hope predicts greater affective commitment. Managers who are more hopeful also have more affective commitment.

Managers, who are more hopeful about future, have the ability to think of many ways to reach their current work goals and are happy to spend rest of their career in the same organization.

**Continuance Commitment:**

Regression Analysis on Continuance Commitment scores indicates that out of four capacities only one capacity predictor variables meet the criteria, as shown in the Table-5. The significant predictor came out to be hope with multiple R equal to .34 and R² equal to .11 (F = 12.08, p <.01). This indicates that Hope accounts for 11% of variance in Continuance Commitment.

**Table 5 Predictors of Continuance Commitment as shown by step wise multiple regression analysis.**

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Multiple R</th>
<th>R Square</th>
<th>B</th>
<th>F</th>
<th>P &lt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hope</td>
<td>.34</td>
<td>.11</td>
<td>.34</td>
<td>12.08</td>
<td>.01</td>
</tr>
</tbody>
</table>

The regression coefficient ‘B’ of hope is .34. The direction of influence for Hope is positive. This implies that high hope predicts enhanced Continuance Commitment. It means that hope predicts greater Continuance Commitment. Hopeful managers who energetically pursue their work goals and are able to meet the work goals that they have set for the themselves, prefers to continue with their job in the present organizations. Thus, managers with high hope capacity show greater continuance commitment.

**Normative Commitment:**

The results of regression analysis on Normative Commitment scores point out that out of four capacities one predictor meet the criteria to entry in the equation (Table-6). Self-efficacy /Confidence contributed to the prediction of Normative Commitment. The Multiple R for this predictor is .22 and R² is .05 (F = 4.77, p <.05), which means that Self-
efficacy/confidence accounted for 0.05% of variance in the criterion variable i.e. Normative Commitment.

Table 6  Predictors of Normative Commitment as show by step wise multiple Regression analysis.

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Multiple R</th>
<th>R Square</th>
<th>B</th>
<th>F</th>
<th>P &lt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-efficacy/Confidence</td>
<td>0.22</td>
<td>0.05</td>
<td>0.18</td>
<td>4.77</td>
<td>0.05</td>
</tr>
</tbody>
</table>

The regression coefficients 'B' of Self-efficacy/Confidence is 0.18 respectively. Thus, the predictor has positive direction of relation with normative commitment. Managers, also feel confident in discussing about company's strategy and confidently set target or goals in work area. Such managers show high normative commitment i.e. they are more loyal to their organization than managers who score low on self-efficacy or confidence.

The stepwise multiple R analysis helped the investigator to identified significant predictors of Organizational Commitment and its components. The analysis revealed that Hope, a capacity of Positive Psychological Capital, significantly predictor Organizational Commitment specially Affective Commitment and Continuance Commitment, whereas Self-efficacy/Confidence, a Positive Psychological Capacity, significantly predict Normative Commitment, a component of Organizational Commitment.

Keeping in view the entire discussion presented above on the basis of all the three (descriptive statistics, correlational analysis, stepwise multiple regression analysis) methods, it can be testified that various capacities of Positive Psychological Capital are related significantly to different dimensions of Organizational Commitment. Thus, the hypothesis of the present study that "various capacities of positive psychological capital would significantly correlate to different components of organizational commitment is partially proved and retained. The stepwise multiple regression analysis revealed that capacities like hope and self-efficacy/confidence significantly predict organizational commitment components. Therefore, the second hypothesis of the study, "various capacities of positive psychological capital (self-efficacy/confidence, hope, resilience and optimism) would predict the different components of criterion variable significantly" is partially proved and retained.
CONCLUSION:

- The present study was aimed to explore the relationship between Positive Psychological Capital and Organizational Commitment. The major conclusions drawn from the study are as follows:-

- Positive Psychological Capacities play a significant role in Organizational Commitment.

- Out of four Positive Psychological Capacities two capacities i.e. Self-efficacy/Confidence and Hope are significantly associated with Organizational Commitment and its three components i.e. Affective Commitment, Continuance Commitment and Normative Commitment.

- The other two Positive Psychological Capacities i.e. Resilience and Optimism is significantly associated with Organizational Commitment and its components i.e. Affective Commitment, Continuance Commitment, but not with Normative Commitment.

- Organizational Commitment and its two components i.e. Affective Commitment and Continuance Commitment are predicted by Hope, a Positive Psychological Capacity. Whereas, the third component of Organizational Commitment component i.e. Normative Commitment is significantly predicted by Self-efficacy/Confidence.
SUGGESTIONS:

- There are some suggestions coming up from the study for the methodological refinements and guidelines to be considered in the future research.

- With regards to sampling of the present study, as it has already being mentioned only managers who voluntarily participated in the study were taken as subjects keeping this factor in view, the implication of the study becomes limited. So, for better generalization of the results, it would be beneficial if sample includes other sections of employee in an organization like supervisors, laborers. The sample consisted of managers from Textile Industries only, whereas there are different types industries and organizations like IT companies, Consultancy companies, Electronic companies and managers in such companies should also be studied.

- A series of studies may be undertaken by using adequate control groups to evaluate the effect of training and development programs on positive psychological capacities and study its effect on different components of organizational commitment.

- It would be worthwhile if in some other project different demographical variable (e.g. age, gender, educational qualification, work experience, income level) could be taken and some kind of categorization could be done to ascertain as to what positive psychological capacities are related to organizational commitment in the specific group.