CHAPTER-II

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In pursuance with the aim of the study, the review of literature for all these variables was conducted through various sources, viz., American Psychological Abstracts, Indian Psychological Abstracts, Management Digest, various Journal of industrial relations, etc. specific studies on the examined in the following paragraphs.

Sinha, Talwar and Rajpal (2002) examined that the relationship among organizational commitment, self-efficacy and perceived psychological barriers to technological change. The sample consisted of 167 male managers selected from Tata Engineering and Locomotive Company, Jamshedpur, Jharkhand, India. Organizational commitment scale developed by Allen and Meyer (1990), generalized perceived self-efficacy scale by Schawarzer and Jeruslen (1995), Questionnaire to measure Psychological Barriers to Technological Change by Ghani and Sugumar (1999) were the tools. Results revealed that organizational commitment was positively related with age, length of service in present cadre and self-efficacy and negatively with psychological barriers to technological change. Psychological barriers to technological change were found to be positively related with age, length of service in present cadre and negatively with self-efficacy. Negative correlation coefficients were found between self-efficacy and age and also between self-efficacy and length of service in present cadre.

A study conducted by Watson and Papamarcos (2002) investigated the role of human relationships (social capital) as firm productivity for some years. The sample consisted of 469 sales professionals from a leading medical services firm. The findings indicated that trust, communication, and employee focus have significant direct and moderate indirect effects on organizational commitment.

Larson (2004) assessed a new model of employee capital that extends the current paradigm of human and social capital. The sample consisted of 74 Midwest manufacturing firm's employees. The findings of the study revealed that support for positive psychological capital's additive value to the human and social capital model. And the correlation analysis indicated positive psychological capital as a whole had a stronger relationship with job satisfaction (\( r = .373 \)) and organization commitment (\( r = .313 \)) than the individual capacities of self-efficacy, optimism, and resiliency. Further hierarchical regression analysis of the additive impact of positive psychological capital over human and social capital found a
significant change in R2 for the relationship between positive psychological capital and organization commitment and job satisfaction.

Luthans and Jensen (2005) in their study revealed the important linkage between the nurses' self-reported positive psychological capital (PsyCap) and their "intentions to stay" as well as their supervisors' rating of their commitment to the mission of the organization. The findings report a significant positive relationship between PsyCap and the "intentions to stay" and commitment to the mission, values, and goals of the hospital.

Osage (2005) conducted a study that determined the nature of the relationship between merger survivors' trust, hope, and normative and continuance commitment. The results indicated statistically significant relationship between merger survivors' trust, hope, and normative commitment. But no significant relationship between merger survivors' trust, hope, and continuance commitment was obtained.

Bressler and Mark (2006) carried out an investigation to measure key psychological traits such as hope and optimism to determine how those traits might impact soldiers' level of organizational commitment and turnover intention. The sample consisted of 124 U.S. soldiers selected from an Army Reserve unit in Houston, TX. The results of the study indicate that hope and optimism correlate with affective commitment but not continuance commitment. In addition, higher hope, optimism, affective commitment, and continuance commitment all relate with lower turnover intention. Affective commitment and turnover intention had the strongest relationship.

Larson and Luthans (2006) examined the potential added value that psychological capital may have for employee attitudes of satisfaction and commitment. A study on 74 manufacturing employees, showed a significant relationship between PsyCap and job satisfaction (r=.373) and organization commitment (r=.313). The employees' PsyCap had a significant added impact over human and social capital on these work attitudes.

Youssef and Luthans (2007) concluded the foundation of positive psychology and the recently emerging positive organizational behavior, two studies (N = 1,032 and N = 232) test hypotheses on the impact that the selected positive psychological resource capacities of hope, optimism, and resilience have on desired work-related employee outcomes. These outcomes include performance (self-reported in Study 1 and organizational performance appraisals in Study 2), job satisfaction, work happiness, and organizational commitment. The findings generally support that employees' positive psychological resource capacities relate to, and
contribute unique variance to the outcomes. However, hope, and, to a lesser extent, optimism and resilience, do differentially contribute to the various outcomes. Utility analysis supports the practical implications of the study results.

Lifeng (2007) explored the impact of psychological capital on Chinese workers’ performance, organizational commitment, and Organizational citizenship behavior. The sample was consisted of 67 supervisors and subordinate from the human resource managers of the four coal companies. The results of the study showed that after controlling for the demographic variables (gender and age), employees’ hope, optimism, and resiliency separately had positive impacts on their job performance, organizational commitment and organizational citizenship behavior. Employees’ psychological capital (a combined construct of hope, optimism, and resiliency) had positive impacts on their job performance, organizational commitment and organizational citizenship behavior.

Luthans, Avolio, Avey and Norman (2007) assessed positive psychological capital and also explored its relationship with performance and satisfaction. For this purpose two studies were conducted to analyzed how hope, resilience, optimism, and efficacy individually and as a composite higher-order factor predicted work performance and satisfaction. Results indicated from Study 1, provided psychometric support for a new survey measure designed to assess each of these 4 facets, as well as a composite factor. Study 2 results indicated a significant positive relationship regarding the composite of these 4 facets with performance and satisfaction. Results from Study 2 also indicated that the composite factor may be a better predictor of performance and satisfaction than the 4 individual facets.

Miguel (2008) had studied that the impact of positive behavior and positive organizational development. The findings revealed that positive psychological states are fundamental to promote individual and organizational higher-levels of performance and well-being. It also pointed that the capability to induced positive psychological states in others (an “alter-positive” approach) is a powerful way to develop outstanding individuals and organizations.

According to Luthans, Norman, Avolio, and Avey (2008) emerging core construct of positive psychological capital (consisting of hope, resilience, optimism, and efficacy) plays a role in mediating the effects of a supportive organizational climate with employee outcomes. The results indicated that employees' psychological capital is positively related to their
performance, satisfaction and commitment, and a supportive climate is related to employees’ satisfaction and commitment.

Kyle, Luthans, Sandra, Lebsack, Richard and Lebsack (2008) explored the linkage between nurses’ levels of optimism and performance outcomes. The sample consisted of 78 nurses in all areas of a large healthcare facility (hospital) in the Midwestern United States. The results indicated a highly significant positive relationship between the nurses’ measured state of optimism and their supervisors’ ratings of their commitment to the mission of the hospital, a measure of contribution to increasing customer satisfaction, and an overall work performance.

Shahnawaz and Jafri (2009) the study explored psychological capital in two kinds of organizations (Public and private). The study further explored how psychological capital influences organizational commitment and organizational citizenship behavior in public and private organizations. The sample consisted of 160 junior and middle level managers, 80 each from two organizations. Dimensions of psychological capital were measured by four different scales. Hope was measured by Snyder et al scale, resiliency by Neil and Dias scale, self efficacy by Jerusalem and Schwarzer’s scale and optimism was measured by Scheier & Carver’s scale. Organizational Commitment was measured by Allen and Meyer’s scale and organizational citizenship behavior by a scale developed by Chattopaadhyay. The results showed that all the dimensions of psychological capital were significantly different in the two organizations. Regression analyses showed that psychological capital as a whole couldn’t predict organizational commitment and organizational citizenship behavior in both the organizations.

Rathi and Rastogi (2009) assessed the relationship between emotional intelligence, occupational self-efficacy and organizational commitment. The sample consisted of 120 employees working in various organizations in India. The findings revealed that a positive and significant correlation is observed between emotional intelligence (EI) and occupational self-efficacy (p <.01), whereas a positive relationship (not significant) is observed between EI and organizational commitment. Moreover, a low positive association is found between occupational self-efficacy and organizational commitment.

Ahiauzu (2009) studied the association between 'hope' as an element in the emerging theme of 'workplace spirituality', and 'workers' commitment' in the Nigerian manufacturing industry. The cross-sectional survey design was adopted and 235 middle and senior level
organizational members constituted the study sample. The results of data analyses showed that there is a positive and significant association between 'hope' and the measures of workers' commitment, namely: affective commitment, continuance commitment and normative commitment. The study found that workers' 'unwavering hope' in the Nigerian manufacturing industry leads to high workers' affective and normative commitment, as well as low workers' continuance commitment. Thus, as organizational members' conviction that their organizations' vision, purpose and mission will be fulfilled increase, they substantially develop a sense of obligation and loyalty towards the organization. The study therefore recommends that Nigerian manufacturing organizations should strive to inspire unwavering hope in organizational members in order to be assured of their high level of commitment at work.

A study conducted by Borgoani, Laura, Silvia, Laura and Latham (2010) studied Collective efficacy and organizational commitment in an Italian City Hall. Employees (N = 170) of a City Hall in Italy were administered a questionnaire measuring collective efficacy (CE), perceptions of context (PoC), and organizational commitment (OC). Two facets of collective efficacy were identified, namely group and organizational. Structural equation models revealed that perceptions of top management display a stronger relationship with organizational collective efficacy, whereas employees’ perceptions of their colleagues and their direct superior are related to collective efficacy at the group level. Group collective efficacy had a stronger relationship with affective organizational commitment than did organizational collective efficacy. The theoretical significance of this study is in showing that CE is two-dimensional rather than unidimensional. The practical significance of this finding is that the PoC model provides a framework that public sector managers can use to increase the efficacy of the organization as a whole as well as the individual groups that compose it.

Han-Jen Niu (2010) investigated the relationship between self-efficacy and career commitment in the foodservice sector. The sample consisted of 1025 foodservice employee’s. ANOVAs analysis supported the relationship between self-efficacy and career commitment. A chi-square test found that high self-efficacy degrees indicate a higher level of career commitment.

Cetin (2011) explored the effect of hope, resilience, optimism and self-efficacy sub dimensions of the psychological capital on the attitudes of organization commitment and job satisfaction. For this purpose survey method was used with using a questionnaire including
Organizational Psychological Capital Scale, Organizational Commitment Scale and Job Satisfaction Scale with demographic information. The sample consisted of 213 employees working different units in ministries and connected institutions in Ankara. The results revealed that organizational commitment has a positive relationship between hope and optimism dimensions and job satisfaction has positive relationship between resilience, hope and optimism dimensions of the organizational psychological capital. Finally, organizational psychological capital was found to be a significant predictor of the employee attitudes of organizational commitment and job satisfaction.

In a recent study, Yan, Lingli and Zhang (2011) studied the relationship between psychological capital and job performance in WISCO. Results revealed that psychological capital have a positive impact on job performance.

With this much background, we may pass on to next chapter- III dealing with problem and hypotheses of the investigation.