

Positive Organizational Behavior & its impact on commitment of Employees at Workplace during the COVID-19 Pandemic

Mohd Azfar

V trimester MBA - HR student, School of Business and Management,
Christ (Deemed to be University), Bengaluru
mohd.azfar@mba.christuniversity.in

Dr. Rekha Aranha

Asst. Professor, School of Business and Management,
Christ (Deemed to be University), Bengaluru
rekha.hitha@christuniversity.in

Abstract

As the coronavirus crisis endures, the employees are feeling more apprehensive and insecure due to uncertainty in the workplace. In these testing times, while the employee is expected to adjust to the new normal, instilling positivity may foster commitment among the employees in the workplace.

The researcher is using five instruments to analyse the impact of positive organisation behaviour on happiness and commitment. Snyder's (1996) to analyse hope dimension Hope, Scheier and Carver's (1985, 1992) to measure Optimism dimension, Ego-Resiliency Scale by Block and Kremen's (1996) for Resilience dimension and Allen and Meyer's (1997) Organization Commitment Scale will be used to measure Normative Organization Commitment. The questionnaire was administered to 150 employees working in various service sectors. Data was collected through an online survey method.

The paper attempts to examine the impact of positive organisational behaviour on the commitment of employees in the present context. Based on the findings from the regression analysis the researcher provided insights whether hope, optimism and resilience affects the commitment level of an individual. Researcher found that resilience does not impact commitment.

Keywords: *Positive organizational behavior, hope, optimism, resilience, normative organizational commitment*

Introduction

Tailing the evidence of positive psychology, that is, "what is good about living is as authentic as what is awful and therefore suffice for balanced attention" (Peterson, 2006) is the domain of Positive Organizational Behavior (POB). The application of Positive Psychology to the workplace can be called as Positive Organizational Behavior. It comprises various factors which are yet to be deeply researched on Organizational Context, such as positive affectivity (PA), positive reinforcement, procedural justice, job

satisfaction and commitment, prosocial and organizational citizenship behaviors, core self-evaluations, to name a few. Till the time, there have been at least two major comparable, but matching, progresses recognized with this positive methodology to the workplace i.e., Positive Organizational Behavior (LUTHANS, 2009) and Positive Organizational Scholarship (Cameron, 2003). The focus on this study is stretched towards Positive Organizational Behavior than Positive Organizational Scholarship.

The effect of COVID-19 on Work-place

The intense COVID-19 pandemic has been an excessive foundation of anxiety, distress, and stress amongst the populace. Along with directives for social distancing and infection regulator measures, the rising position of treating and cultivating good mental well-being practices cannot be ignored. The drive of this study is to converse some research proven psychological capacities and their impact on commitment of the employees at the workplace. The authors expect that practice of these strategies at the organizational level should significantly advantage the normative organizational commitment of employees, not only in the current COVID-19 pandemic but also in any future epidemics at the national level.

COVID-19 is an exceptional pandemic distressing people all over the world. As of 29 November 2020, COVID-19 has caused 9,393,039 cases and 136,733 total deaths in India and 62,618,683 cases 1,458,944 deaths worldwide (worldometer, 2020). Pandemic by definition implies when an infection or a condition spreads across nations and landmasses. The COVID-19 pandemic with its vulnerability has forced incredible work trouble on the representatives. The pandemic and its consistent revealing in the media have expanded misery on business related results, for example, commitment. As of now, there is no settled treatment for COVID-19 or any immunization for explicit assurance against it. The testing for COVID-19 isn't generally accessible and needs attractive affectability and explicitness. The testing of its antibodies is likewise not exactly precise or promptly accessible. Subsequently, the current public health measures incorporate forestalling individual to-individual transmission of the sickness by isolating individuals. Among the methodologies that are being utilized are:

- (1) Isolation in which infected people are isolated from non-contaminated people;
- (2) Quarantine and fever observation of contacts who have been uncovered however are not yet suggestive;
- (3) Community control in which social distancing and development of the overall population is confined by endeavors, for example, "remain at home requests".

Such measures further compound the enthusiastic misery being experienced by people. The pandemic additionally has a significant monetary perspective to it with a huge number of individuals losing their business, which is an incredible wellspring of passionate pain. The dread related with this pandemic is answerable for the initiation of the nerve center pituitary-adrenal (HPA) hub. The nerve center frees the corticotropin-delivering hormone (CRH) in light of passionate pain, which thus, initiates the pituitary organ to free the adrenocorticotrophic hormone causing the freedom of cortisol from the adrenal cortex. Cortisol, a glucocorticoid hormone, influences the body in a few different ways. For instance, it influences the rest/wake cycle, it influences the glucose digestion, it directs the pulse, and it supports energy so one can deal with pressure. Every one of these impacts in the end channels the body's energy assets over the long haul and furthermore bargains invulnerability and mental versatility. In spite of the fact that the Centers for Disease Control and Prevention (CDC) have given a few rules to lessen pressure and start adapting, the need of great importance is by all accounts arranging and having assets and

methods for long haul psychological well-being prospering and better enthusiastic well being of the board. Ongoing reports from the World Health Organization calls for worldwide activity to put resources into and reinforce psychological well-being administrations to turn away an approaching emotional well-being emergency. Emotional wellness means passionate, mental, and social prosperity. Positive emotional well-being and positive brain research have an up and coming task to carry out during this phenomenal general wellbeing emergency. In spite of the fact that there is sufficient proof put together with respect to the utilization of positive psychological wellness strategies at singular level for pressure decrease or life satisfaction, its application in a pandemic situation is negligibly investigated. The motivation behind this investigation is to address the startling and dubious circumstance experienced because of this pandemic and a profound feeling of progressing dread by furnishing pursuers with research-demonstrated strategies and comprehend its effect on worker duty. (Kanekar & Sharma, 2020)

Theoretical Foundation for POB

Psychology has been mainly devoted to addressing mental illness relatively than mental "Wellness". This usual negative bias of psychology is demonstrated by the fact that the quantity of literature on negative states outnumbers that on positive states by a quotient of 14:1 (Myers, 2000)

The motive of Positive Psychology "is to begin to catalyze a conversion in the emphasis of psychology from pre-occupation only with fixing the foulest aspects in life to also construction of Positive Traits" (Seligman, 2000)

Thus, positive psychology reads the fortes and merits that enable individuals and communities to grow. Positive Organizational Behavior is the science emerged from application aspect of Positive Psychology in Organizations and Workplace which studies the Psychological Capital as a part of individual's psychological development comprising of Hope, Optimism and Resilience (Luthans, 2007) and its impact on Organization Commitment (Hills, 2002; Brown,2003)

(Luthans, 2007) also highlighted the need for a real hunt for and thought of the worthiness in people, in every aspect; workplace and personal. A big opportunity could be observed in POB to polish the Human Capital's Infinite Power, if managed well. This research will test the Impact of POB on Work related outcome Normative Organization Commitment which projects a big scope for polishing the Talents of today's world via development of positive behavioral states.

POB behavior was familiarized 18 years ago into the publication (Luthans, 2002). The resolve at the time that POB was introduced was to promote the organizational behavior field's awareness of the just emerging positive psychology movement (Seligman, 2000).

Though positive psychology was mainly intensive on clinical applications, still it was significant to show how such a positive application could be useful to the work setting.

It is empirical that Psychological Capital plays a big role in an Individual's personal and professional life. These positive states are drivers to employees work related outcomes (LUTHANS, 2009)

Hence, the POB notion creates an outline which the foundations can be examined and verified to improve work related outcomes in the service sector.

In the lively and exciting work setting at an organization, an excessive prominence that concentrates towards human talent needs to be accepted and standardized, and a brilliant organization should intend to foster the essentials of POB if they wish to increase the work-related outcomes of employees in the

Organizations. It is vital to comprehend the need and denotation of a positive approach to organizational behavior outlook and sprint from outdated methods applied in the organization. The organization needs an upbeat and positive approach that concentrates on strength rather than persistent negativity for their employees.

The Psychological Capitals

Although modern psychology began with the charge to help individuals with issues as well as recognize and fabricate qualities in individuals, during that time for all intents and purposes all the consideration has been dedicated to psychological sickness – what's up with individuals and how to fix the harm. Quite a while back, the leader of the American Psychological Association (APA) and a notable exploration clinician, Martin Seligman, proactively began the positive psychology development in his location to the APA (Seligman, 1998b). He charged the field of psychology to utilize logical strategies to consider and find the qualities that permit people, gatherings, associations, and networks to flourish and succeed (Seligman and Csikszentmihalyi, 2000). As of now, the Gallup Organization, most popular for its surveys, yet in addition with a quickly developing counseling practice dependent on strength-based administration, cooperated with Seligman and partners to support the yearly Positive Psychology Summits beginning in 1999. As an outgrowth of these meetings, Luthans (2002a, 2002b) expanded this fundamental work in certain psychology to the workplace and called it sure organizational conduct or POB. An equal advancement by a gathering of analysts at the University of Michigan likewise started to draw from the positive psychology development at the more full scale, organizational level and called it certain organizational grant or POS (Cameron, Dutton, and Quinn, 2003).

At first, the hypothesis working for POB recognized and upheld certainty (or self-viability), hope, optimism, abstract prosperity (or joy), resiliency, and emotional intelligence as meeting the POB models of being positive, yet in addition novel to the organizational conduct field, in view of hypothesis and exploration with substantial measures, and state like receptiveness to advancement, change, and the executives for execution improvement (Luthans, 2002a, 2002b, 2003). Ensuing POB hypothesis building, exploration, and applications have zeroed in generally on hope, resiliency, certainty, and optimism and their relationship to administration (Avolio, Gardner et al., 2004; Luthans and Avolio, 2003; Luthans, Luthans, Hodgetts, and Luthans, 2002; Luthans, Van Wyk, and Walumbwa, 2004; Peterson and Luthans, 2003).

Significant earlier hypothesis and examination (for example Bryant and Cvengros, 2004; Luthans and Jensen, 2002; Magaletta and Oliver, 1999; Snyder, 2000; Snyder, Rand, and Sigmon, 2002) have obviously shown every one of these positive mental develops to be adroitly free with discriminately substantial measures. Late work by Luthans and partners (e.g., Luthans, Luthans, and Luthans, 2004; Luthans and Youssef, 2004) have consolidated or packaged POB states adroitly into the higher request center build of what they call 'positive mental capital' or PsyCap. They recommend that mental capital goes past the now generally perceived human resources (for example what you know, see O'Leary, Lindholm, Whitford, and Freeman, 2002) and social capital (i.e., who you know, see Adler and Kwon, 2002), and is fundamentally 'what your identity is' (Luthans, Luthans, and Luthans, 2004; Luthans and Avolio, 2003). At the individual level, mental capital is a mental asset that may fuel development and execution. At the organizational level, like human and social capital, mental capital may give influence, quantifiable profit, and upper hand through improved representative execution.

In particular, mental capital is characterized as a center mental factor of energy when all is said in done, and POB models meeting states specifically, that go past human and social funding to increase an upper

hand through venture/improvement of 'what your identity is' (Luthans, Luthans, and Luthans, 2004; Luthans and Youssef, 2004). The central issues of mental capital are:

- (1) Based on the positive psychology paradigm
- (2) Includes mental states dependent on sure organizational conduct or POB models
- (3) Goes past human resources and social funding to 'what your identity is'
- (4) Involves speculation and improvement for a return yielding execution improvement and coming about upper hand.

Until this point, there have been a couple of starters, so far unpublished, concentrated on mental capital, with positive outcomes on both execution and work perspectives, however no exploration has been performed outside the USA.

Along these lines, to start to make up for the shortcoming, this investigation investigated not just the POB conditions of hope, optimism, and resiliency, yet additionally joined them into the center develop of mental capital, to experimentally decide if they are identified with Indian Service area workers duty. The accompanying quickly sums up the hypothesis and examination of the three POB measures meeting conditions of hope, resiliency, and optimism that make up the mental capital inspected in this investigation.(Luthans, Avolio, Walumbwa, & Li, 2005)

The Hope State

Hope pulls from the study of positive psychologist C. Rick Snyder just like a motivational express that depends on the association between three elements: goals, agency and pathways. Individuals are headed to achieve their goals by their feeling of agency, which furnishes them with a disguised assurance and resolution to contribute the energy important to accomplish their goals. Those with high hope are additionally roused by their feeling of having the capacity to create approaches to get the things they need, which furnishes them with the capacity to produce elective pathways towards the achievement of their goals if the first ones have been impeded. In spite of the fact that exploration on the positive effect of hope is settled in clinical, instructive, and athletic applications, research on the connection among hope and work results is simply arising. Notwithstanding, results are promising. For instance, our ongoing examination has demonstrated that pioneers' hope has a huge positive effect on specialty unit monetary execution, representatives' occupation fulfillment, and their maintenance. In an ongoing multifaceted investigation, it was additionally likewise found, in a state-possessed endeavor, Chinese specialists' hope was identified with their presentation. Once more, the consequences of this starting examination propose the utility of positive mental capital in adding to normative organizational commitment. (Luthans & Youssef, 2004)

The Optimism State

Optimism has been explored and applied by Seligman and others in the positive psychology development. Optimism includes a positive logical style that ascribes positive occasions to inside, lasting, and inescapable causes, and negative occasions to external, impermanent, and situation-specific ones. This permits people to assume acknowledgment for ideal occasions in their lives, boosting their confidence and spirit.

It likewise permits them to remove themselves from ominous life chance occurrences, protecting them from sorrow, blame, self-fault, and hopelessness. In contrast to hope, optimism has been applied not exclusively to clinical applications, yet in addition in organizational settings. For instance, 153 Seligman's Metropolitan Life Insurance Co. tests are included in his mainstream book *Learned Optimism*.

At the point when Seligman at first considered life coverage deals specialists at MetLife, he found that in spite of the fact that specialists are chosen dependent on their scores on an industry test, specialists who scored in the top half on his optimism measure beat the individuals who scored in the skeptical half by 37%. The individuals who scored in the main 10% on optimism surpassed the individuals who scored in the last 10% by 88%.

Next, candidates were given both the business test and the optimism evaluation. Seligman continued to recruit a "exceptional power" of specialists who bombed the business test yet scored in the top half on optimism. Curiously, he found that specialists in the extraordinary power sold as much as idealistic specialists who breezed through the business assessment, however beat critical specialists who likewise finished the business assessment by 2% in their first year, and by 57% in their subsequent year. He likewise found that among the individuals who breezed through the business assessment, confident people beat cynics by 8 percent in the primary year, and 31% in the subsequent year. Thus, MetLife fused optimism in its choice rules. (Luthans & Youssef, 2004)

The Resilience State

Resiliency is the ability to skip back from affliction, vulnerability, disappointment, or even certain yet apparently overpowering changes, for example, expanded obligation. Resiliency permits individual and ecological defensive components to work through upgrading the resources and additionally decreasing the danger factors inside people or potentially their current circumstance. Set up in formative and clinical territories by certain clinician Ann Masten and others, uses of resiliency to the work environment are simply arising. In any case, like the recently examined positive mental capital measurements, resiliency meets the POB standards. In addition, late examinations by organizational researchers propose that strong individuals can flourish and develop through misfortunes and challenges. They ricochet back not exclusively to their unique however to considerably more significant levels of execution, and discover importance and incentive in their carries on simultaneously. The three perceived parts of such resiliency are: a resolute acknowledgment of the real world; a profound conviction, frequently fortified by firmly held qualities, that life is important; and an uncanny capacity to extemporize and adjust to huge change.

These four POB rules meeting parts of positive mental capital are not expected to be a comprehensive rundown. There are clearly different potential outcomes, for example, satisfaction, sympathy, or even emotional intelligence. Notwithstanding, we feel that self-adequacy/certainty, hope, optimism, and resiliency at present best meet the POB standards and are as of now generally important. Generally significant from a mental capital viewpoint, we feel they can be most promptly overseen for upper hand. (Luthans & Youssef, 2004)

Desirable Work-Related Outcome

Other than the theoretical explanation required for understanding the investigation factors of hope, optimism, and resilience, consideration should likewise be given to conceptualizing the business related

result factors. Indeed, we would propose that one of the most basic difficulties in both organizational examination and practice is conceptualizing, operationalizing, and estimating job commitment.

(Allen and Meyer, 1990) describe affective commitment as an 'employee's emotional attachment to, identification with, and involvement in the company', continuance commitment, occasionally termed calculative commitment (Hackett et al., 1994; Mathieu and Zajac, 1990), as 'commitment based on the costs that employees associate with leaving the company', and normative commitment as an 'employee's feelings of obligation to remain with the company'. In contrast to affective and continuance commitment, normative commitment focuses on the 'right thing to do' (Weiner, 1982, p. 421), and essences on the responsibility and/or moral supplement of employees which is shaped by the socialization of employees to the organization's goals and standards (Allen and Meyer, 1990; Weiner, 1982).

In precise, that workers with strong affective commitment endure because they feel they want to, those with strong normative commitment persist because they feel they ought to, and those with strong continuance commitment linger because they feel they need to (Meyer et al., 1993). As a concern of the variances in intentions, these customs of commitment should have distinct effects. Normative organizational commitment is considered as the dependent variable for this study, to understand whether having a Positive Organizational Behavior at the workplace will have an effect on such a style of commitment of an employee. (IVERSON & BUTTIGIEG, 1999)

A few ongoing meta-investigations uphold that organizational commitment is decidedly identified with execution (Mathieu and Zajac, 1990; Riketta, 2002; Wright and Bonett, 2002) and organizational citizenship conduct (Organ and Ryan, 1995). Commitment has additionally been discovered to be contrarily identified with lateness, absenteeism, and turnover (Harrison et al., 2006). As per N. J. Allen and Meyer (1990), representatives with solid emotional commitment stay with an association since they need to, however those with a solid continuation commitment stay since they have to, and those with solid normative commitment stay since they believe they should. This three-pronged conceptualization of organizational commitment makes it an especially significant result for this examination since it catches the psychological, emotional, social, and higher request measurements regularly emphasized in energy and POB research (Luthans, Youssef, et al., 2007).

Hope can give this manager the agency and pathways to see their new situation as an open door for expanding their viewpoint and experience set and along these lines higher assurance to discover creative approaches to capitalize on such a chance. An idealistic illustrative style can likewise lead the person in question to actually assume greater acknowledgment or accept less blame and widen their viewpoint to all the more precisely survey the outside, impermanent, and situational possibilities of the occasion, Resilience can support that person skip back and passed through more powerful methods for dealing with stress and more key practices that can be helpful for development, improvement, and future progression, Thus, it is restricting to see the results of such a situation for the hopeful, hopeful, and tough supervisor just regarding their submitted demeanor in their new task.

Given the wide, comprehensive, and future-arranged viewpoint suggested for positivity research and embraced for this examination and the theoretical hypothesis building and experimental outcomes to date supporting the integral idea of organizational commitment as attractive business related results that can be helpful for long haul execution and manageable, human-based organizational upper hand. (Youssef & Luthans, 2007).

Objectives

To analyse the effect of positive organisation behaviour dimensions on the normative organisation commitment

To analyse the opinion of male and female employees on the dimensions of positive organisation behaviour.

Hypothesis

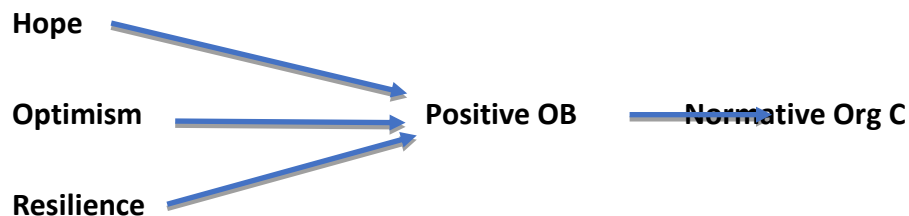
Hypothesis 1: There is no effect of positive organisation behaviour dimensions on the normative organisation commitment

Hypothesis 2: There is no significant difference in the opinion of male and female employees on the dimensions of positive organisation behaviour.

Theoretical Model

The undertaken study analyse whether hope, optimism and resilience creates a positive organizational behaviour, which in turn will affect the Normative Organizational Commitment of the employees at workplace. Possessing the psychological capitals of Hope, Optimism and Resilience fosters to a developmental positive behaviour in the organization, boosting the obligation of the workers towards the organization. This study will test if this Positive organization behaviour will increase the normative commitment levels of the employees of service sector, in India.

Research Model



Research Design

Type of data required

Quantitative Data is required to know the result of this study.

Sources of data-

Primary and Secondary Data will be collected in this Study. Primary Data will be collected through Questionnaires. Secondary Data will be studied through Journal Articles and Publication from various e-libraries like JSTOR, EBSCO, Wiley, Proquest, Google Scholar, e.t.c.

Survey Instruments

The instrument that is used for the data collection is an online survey questionnaire. The questionnaire will have the following values:

(1) Strongly Disagree, (2) Disagree, (3) No Opinion, (4) Agree and (5) Strongly Agree.

The questionnaire will be divided into five (5) sections, Section A, B, C and D.

Section A analyzes the Demographic Profile of the respondents which includes the E-mail, gender, age group, marital status, work experience in years, level in the Organization, sector working for and education.

Next, Section B consists of tracking the level of Positive Organizational Behavior in the respondent through certain Psychological Capital (PsyCap) that is Hope, Optimism and Resilience. Hope was premeditated using modified version of Snyder (1996) State Hope Scale through a 5-item, 5-point Likert-type scale. Optimism was read using modified Scheier and Carver's (1985, 1992) Life Orientation Test to reflect the nature of optimism by 4-item, 5-point Likert-type scale. Resilience was calculated using the adapted way of Block and Kremen's (1996) Ego-Resiliency Scale using a 5-item, 5-point Likert-type scale. Section C includes a modified variant of Allen and Meyer (1997) Organization Commitment Scale to measure Normative Organization Commitment of the respondent through a 4-item, 5-point Likert-type scale.

The Cronbach alphas for each of the instruments were as follows: Hope (.703), Optimism (.805), Resilience (.707) & Commitment (.856). All the values are above 0.7 which means that all the instruments considered for this study are reliable and are internally consistent.

An online survey was developed, and the questionnaire was emailed to every respondent nominated within the time frame.

Sample design

The heterogeneous sample for this study is inclusive of 150 working adults from a wide cross-section of Indian Service Sector Companies who undertake to participate in a research project on POB and its impact on Work related outcome of commitment. Participants were targeted through LinkedIn, contacts of faculties of Christ (Deemed to be University), Institute of Management and fellow students at the university. Those who agree to participate were emailed an online survey link of Google Form.

Statistical Methods

Reliability test was run on all the variables: Hope, Optimism, Resilience and Commitment. Cronbach's alpha, α (or coefficient alpha), developed by Lee Cronbach in 1951, measures reliability, or internal consistency. "Reliability" is how well a test measures what it should. Cronbach's alpha tests to see if multiple-question Likert scale surveys are reliable. Cronbach's alpha will tell you if the test you have designed is accurately measuring the variable of interest. In general, a score of more than 0.7 tells that the instrument is reliable, and possesses internal consistency.

Regression analyses and T-test were utilized to analyze the data sets for the two hypotheses to test the hypotheses. Regression analysis is a set of statistical methods used for the assessment of relationships between a dependent variable and one or more independent variables. It can be used to measure the strength of the relationship between variables and for modeling the imminent relationship between them. The independent variables considered for this study are Hope, Optimism and Resilience, while the dependent variable is the work related outcome of these Psychological Capitals, i.e. Normative Organizational Commitment. A t-test is a type of inferential statistic used to determine if there is a significant difference between the means of two groups, which may be associated in some characteristics. A t-test is used as a hypothesis testing tool, which allows testing of an hypothesis appropriate to a population.

Data Analysis

To analyse the effect of positive organisation behaviour dimensions on the normative organisation commitment

The test –used to analyse this objective is regression, the positive organisation dimensions are taken as independent variables and normative organisation commitment is taken as dependent variable.

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482 ^a	.233	.217	.80149

Coefficients

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	28.420	3	9.473	14.747	.000 ^b
Residual	93.789	146	.642		
Total	122.208	149			

a. Dependent Variable: Commitment_aggregate

b. Predictors: (Constant), Resilience_aggregate, Hope_aggregate, Optimism_Aggregate

a. Predictors: (Constant), Resilience_aggregate, Hope_aggregate, Optimism_Aggregate

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.861	.483		1.784	.076
	Hope_ aggregate	.317	.149	.212	2.121	.036
	Optimism_ Aggregate	.262	.124	.216	2.116	.036
	Resilience_ aggregate	.181	.144	.126	1.255	.211

a. Dependent Variable: Commitment_aggregate

$$Y = a + bx_1 + bx_2 + bx_3 + e.$$

Y (Normative Organisation Commitment) = .861 + 0.317 (Hope) + 0.262(optimism) + 0.181(Resilience) + e
If one unit of hope increases then the normative commitment will increase by 31.7%, likewise optimism will increase by 26.2% and resilience will increase by 0.181%.

From the analysis p value is $p=0.36$ for hope and optimism and $p=0.211$. As the $p < 0.05$ for hope and optimism dimension of positive organisation behaviour, we reject the null hypothesis and conclude that there is significant effect of hope and optimism dimension of positive organisation behaviour on the normative organisation commitment. For resilience $p=0.211$, $p > 0.05$ so we conclude that there is no significant effect of resilience on the normative organisation commitment.

To analyse the opinion of male and female employees on the dimensions of positive organisation behaviour.

The test used to analyse this objective is t-test. The Levene's test for equality is an assumption that the variances assumed is equal, if the value is above 0.05. For all the three dimensions of POB we see that the value is above 0.05 so we accept that the variances assumed is equal.

		Levene's Test for Equality of Variances				
					df	p value
Hope	Equal variances assumed	1.108	.294	-.851	147	.396
	Equal variances not assumed			-.851	144.013	.396
Optimism	Equal variances assumed	.087	.769	-2.140	147	.034
	Equal variances not assumed			-2.137	143.090	.034
Resilience	Equal variances assumed	1.065	.304	-.816	147	.416
	Equal variances not assumed			-.813	140.912	.418

From the analysis it is evident that only for optimism dimension the $p=0.034$ which is $p<0.05$, so we reject the null hypothesis and say that there is significant difference in the opinion of male and female employees on the optimism dimension of POB. For hope and resilience, there is no significant difference in the opinion of male and female employees.

Conclusion

In assessing the validity of the findings, it must be eminent that the modules of POB are drawn from proven positive psychological theories, research, and trials. Likewise, the cross-sectional plan of the study helps to minimize numerous threats such as testing, maturation, attrition, and statistical regression.

On the other hand, the design of the study does not permit causal conclusions. In particular, an opposing or alternate elucidation may be that work-related outcome of organizational commitment may

predict hope, optimism, and resilience, rather than the opposite. Yet, the theory structuring basis and cross sectional results can deliver acumens and at slightest a point of withdrawal for future longitudinal and experimental research. Furthermore, although randomization was not possible in the study, the data was collected from various companies and at dissimilar plugs in time and thus help curtail threats such as history and selection (Podsakoff et al., 2003). In terms of simplifying the findings, samples used in the study were drawn from very varied organizations of varied sizes, and contributor features were also varied. Still, because the data were collected from national organizations, generalities cannot be made through cultures.

The sample size (N = 150) used in the study adds to statistical conclusion validity. This sample enhances the ability of the study to notice small effect sizes, which are mutual but frequently go unobserved in underpowered studies. Though, in this condition, outcomes are conventionally biased, this delivers further support for the significant results obtained. Additionally, the satisfactory reliability of all the measures operated in the study enhances statistical inference validity. Lastly, many likely unnecessary bases of variation have been precise in the study, which more provisions the results.

Implications and Future Directions

As shown in the initial hypothetical establishment concerning the state-like nature of POB, much is drawn from the set up hope, optimism, and resilience improvement literature. For instance short training mediations intended to advance positive psychological resource capacities were freshly demonstrated (Luthans, Avey, et al., 2006; Luthans, Avey, et al., in press). This involved developing hope in the training of partakers over making them set goals and “stepping” sub goals, create convincing trails highlighting future required outcomes reasonably than evading unwanted ones, and occupy in emergency planning for disabling potential hindrances. As participants involved in these actions, an optimistic advisory style also began to mature, as negative events were predicted and tactics for evading or managing them were formed. Eased positive self-talks and internalized panels were common aspects in both the hope and optimism progress. These doings and training also activated the improvement of the contributors’ resilience through building their assets, building their risk-management tactics, and, most prominently, easing cognitive, emotional, and behavioral variation procedures. These resilience procedures were improved through emerging and changing the contributors’ perceptions of effect in the application to new examples of work-related hindrances the exercise contributors had essentially met.

The initial outcomes of these training interferences have been positive (Luthans, Avey, et al., 2006; Luthans, Avey, et al., in press; Luthans, Youssef, et al., 2007). Exhausting experimental designs, broad cross-sectional samples, and training drivers for explicit organizations, these small intrusions have expressively amplified the level of the participants’ psychological capacities by 1.5% to 3.0%, while control groups not receiving the intrusion presented no increase. Expending real data in one utility analysis with engineering managers in a big high-tech manufacturing company was able to display a 270% ROI from this positivity intrusion (Luthans, Avey, et al., 2006). In additional desirable workplace results may have significant applied inferences for HR development.

For future study, differences of the above developmental agenda can be verified, and so can other potential positive psychological resource capacities too i.e. hope, optimism, and resilience. Better understanding of the exclusive assistances and the possible collaborative instruments among the positive psychological resource capacities can then be accomplished. In addition, future studies need to

study the influence of other probable positive psychological resource dimensions such as wisdom (Luthans, Youssef, et al., 2007).

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Appendix

QUESTIONNAIRE

I am conducting research on the Impact of Positive Organizational Behavior (POB) on Employees at Workplace. Before starting, let me thank you for taking the survey. You are a great help!
The survey should only take a few minutes, and your responses are completely anonymous.
If you have any questions about the survey, please email at: mohd.azfar@mba.christuniversity.in
We really appreciate your input.

Section A: Demographic Profile

1. E-mail:

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2. Gender:

Male Female Others

3. Age Group:

Less than 20yrs Between 21 yrs to 30 yrs
 Between 31 yrs to 40 yrs Between 41rs to 50 yrs
 Greater than 50 yrs.

4. Marital Status:

Single Married Divorced

5. Work Experience (In years):

- 0 to 2 years 2 and 5 years
 5 to 8 years Above 8 years

Level in the Organization:

- Entry Level Middle Level Senior Level

7. Sector working for:

- IT / ITES Education
 Health Care Banking and Financial Services
 Hospitality Others

8. Education:

- UG PG
 Doctorate Others

Section B: Positive Organization Behaviour

This section's responses will help me understand the level of Positive Organization Behaviour (POB) in an Employee. Imagine yourself and please respond honestly.

Strongly Disagree ----- Strongly Agree

1 2 3 4 5

STATEMENTS	1	2	3	4	5
02. At the present time, I am energetically pursuing my goals.					
03. There are lots of ways around any problem that I am facing now.					
04. I can think of many ways to reach my current goals					
05. At this time, I am meeting the goals that I have set for myself.					
Optimism 06. In uncertain times, I usually expect the best.					
07. I always look on the bright side of things.					
08. I'm always optimistic about my future					
09. I'm a believer in the idea that "every cloud has a silver lining"					
Resilience 10. I feel proud that I have accomplished things in life.					

11. I am friends with myself.						
12. I can get through difficult times because I have experienced difficulty before.						
13. I usually find something to laugh about.						
14. When I'm in a difficult situation, I can usually find my way out of it.						

Section C: Normative Organization Commitment

This section's responses will help me understand the effect of Work Happiness on the Organization Commitment of an Employee. Imagine yourself and please respond honestly.

Strongly Disagree ----- Strongly Agree

1 2 3 4 5

Statements	1	2	3	4	5
01. My organization deserves my loyalty					
02. I would not leave my organization right now because of my sense of obligation to it					
03. I owe a great deal to this organization					
04. Even if it were to my advantage, I do not feel it would be right to leave					