
Psychological Capital: Positive Approach to Enhance the Affective Organizational Commitment (Special Reference to Employees in the Handloom Industry in Sri Lanka)

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A B S T R A C T

The Handloom industry is one of Sri Lanka's indigenous industries and has been around for centuries, is currently facing tremendous competition in the global market, and it must develop and execute improvements to compete in the textile industry. However, gaining employee affective commitment to such reforms remains a challenge. Even though, the fact that much scholarly effort has been devoted last few years to increasing workers' affective commitment to their workplace, it remains a problem. Following this problem, the aim of this study is to investigate the role of the employees' psychological capital to determine the employees' affective organizational commitment to the weaving centres of the Handloom industry in Sri Lanka. Assess the psychological capital and affective organizational commitment through a standard and validated questionnaire survey and data were collected from 361 employees from weaving centres of the Handloom industry in Sri Lanka. Correlation analysis and regression analysis were carried out through SPSS 21. Results suggest that psychological capital is positively and significantly related to affective organizational commitment. The results indicated a significant positive relationship between psychological capital and affective organizational commitment. In other words, hope, resilience and optimism positively and significantly predict the affective organizational commitment except for the efficacy dimension of psychological capital. This research makes a novel contribution by being among the first to examine the impact of psychological capital in explaining affective commitment among employees in weaving centres of the Handloom industry in Sri Lanka and suggests that affective commitment can improve, especially through psychological dimensions of hope, resilience and optimism.

Keywords: Affective organizational commitment, Handloom industry, psychological capital

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1. Introduction

Affective organizational commitment (AOC) has become a buzzword in today's business world (Alsiewi & Agil, 2014), and it has gotten a lot of attention in today's organizational context with the goal of improving key outcomes like employee efficiency and effectiveness and it has been shown to have the greatest favourable connection with positive work outcomes. Many authors (Clifton, 2014; Singh & Gupta, 2015) underlined deep emotional attachment to the organization is the most important human component that influences organizational outcomes. Given the importance of affective organizational commitment, it has received attention among management researchers in recent two decades (Alsiewi & Agil, 2014). Researchers pay more attention to perceived affective organizational commitment which reflects the antecedents which influence affective organizational commitment and practices currently available in an organization. The initial focus of the study was on perceived affective organizational commitment, which is based on a person's identification with, as well as a desire to have a relationship with an organization (Allen & Meyer, 1990).

The Handloom industry is one of Sri Lanka's indigenous industries and it is centuries old in Sri Lanka. In numerous ways, this heritage industry contributes to improving the citizens' economic stability of specific rural areas in Sri Lanka. There is some evidence available on the employees' affective organizational commitment to indigenous industries in Sri Lanka at a low level. For instance, Chairman of the National Craft Council (NCC) Abeysekara (2020) noted that the Handloom and Batik industry faces many problems such as lack of skilled labour, low retention of employees, upgrading of technology, inadequate ability to supply the necessary raw materials, product marketing, inability to access institutional credit, and trade barriers (Jayawardana, 2020). The lack of skilled workers means employees are not retained a long time with their workplace to get the proper training on weaving, and employees do not pay emotional attachment to their workplace and the final result is low retention of the employees in the relevant sector. Furthermore, Abeysekara (2020) clarified that the aim is to draw the new generation to this industry and allow weavers/artisans to benefit wonderfully and gain recognition for everyone in Sri Lanka, it is a win-win scenario (Jayawardana, 2020). The researcher conducted direct interviews with employees in the handloom industry to reveal the current level of employees' affective organizational commitment to the handloom industry in Sri Lanka. One informant (Kalyani, 2022) explained her low level of affective organizational attachment to her weaving centres by citing her lack of intrinsic motivation at work. *"I suppose it's the fact that I always find a job." Intrinsic motivation is also ineffective in this context. For me, I believe it is just the work I am doing. I'm not sure if there's anything interesting, I can take away from it. Really, I do not have any deep motivation to involve in this job and always feel I give up this job. My earnings are not matching the cost of living in society.*

There is a low level of affective organizational commitment exit among employees in Handloom weaving centres in Sri Lanka. The above evidence and weavers' expressions mentioned in the introduction part emphasized the current situation. There should be quick action taken to overcome the current issue in the Handloom weaving centres in Sri Lanka and ignoring the current issue; maybe badly influenced the protection of one of the main heritage industries in Sri Lanka. As a consequence, the research investigation is essential to understand the process of developing employee affective organizational commitment, allowing weaving centres to identify mechanisms through which they can optimize their employees' affective organizational commitment levels, thereby supporting organizational effectiveness.

The purpose of this study is to examine the nature positive influence of psychological capital on the affective organizational commitment of employees in the Handloom industry in Sri Lanka. Further, the explanatory variable of this study is Psychological Capital (PsyCap) which comes from the perspective of positive organizational behaviour, that turn is based on positive psychology (Peterson & Seligman, 2004). Further, the researcher has identified that numerous scholars examined the influence of psychological capital on organizational commitment including affective organizational commitment (Yildiz, 2018; Shaoo & Sia, 2015; Eteberian, 2012; Shanthawize & Jafri, 2009).

2. Literature review and hypotheses

Meyer and Allen's three-dimensional (affective, normative, and continuance) scale has been the most widely used way of examining organizational commitment for the past 20 years. Meyer and Allen (1997) backed up the importance of affective commitment by demonstrating that employees who display strong affective commitment are more determined to accomplish greater results and make more significant contributions than those who demonstrate continuance or normative commitment.

In most empirical research applying the three-component model of organizational commitment, the affective commitment component of the model was found to have the most substantial effect on various work outcomes such as job performance and job satisfaction, emotional attachment to the workplace rather than the other two commitments of normative and continuance (Meyer & Allen, 1991). In addition, researchers discovered that the affective and normative commitment constructs have a lot of overlap (Solinger et al., 2008). Meyer et al. (2002) observed substantial correlations between normative and affective commitment in their meta-analysis, indicating a lack of discriminant validity. As a result, because of its high reliability and validity as an organizational commitment component, many researchers in recent studies have concentrated entirely on affective commitment as the single indication of organizational commitment (Alsiewi & Agil, 2014; Paek et al, 2015). In the current study also, the researcher has paid attention to employees' affective organizational commitment.

The predictor variable of the current study is Psychological Capital (PsyCap). Numerous scholars (Shanthawize & Jafri., 2009; Peak et al., 2015; Nefei, 2015) show that psychological capital plays a critical role among all other determinants indecisive the level of organizational commitment including AOC. Luthans and his colleagues introduce PsyCap, which is "one's positive state of development that is characterized by (1) persevering toward goals and when necessary, redirecting paths to goals (hope) in order to succeed; (2) having confidence (efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (3) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success and (4) making a positive attribution (optimism) about succeeding now and in the future" (Luthans & Youssef-Morgan, 2017).

2.1. Relationship between affective organizational commitment and psychological capital/ dimensions of psychological capital

2.1.1. Psychological capital and affective organizational commitment

Many scholars (Lather & Kaur, 2015; Nafei, 2015) revealed that there was a positive relationship between affective organizational commitment and psychological capital. There are four main dimensions of psychological capital such as hope, efficacy, resilience and optimism.

The concept of hope is introduced by Snyder and it has been conceptualized as an individual variable involving two cognition types of agencies and pathways (Snyder, 2002). People who are full of hope come up with new ideas for achieving a goal (Luthans & Youssef, 2004). Scholars revealed that hope positive impact on attitudes, behaviours, and performance (Eterbarian, 2012; Nafei, 2015).

Bandura's social cognitive theory underpins self-efficacy (Bandura, 1997). It is defined as "The confidence of the individuals in their ability to achieve desired outcomes through their actions" (p. vii). Furthermore, Bandura (1997) explained that persons with high self-efficacy believe in their abilities to manage achievements and accomplish hard tasks more than people with low self-efficacy. Research findings show that there is a positive impact on efficacy and employees' affective organizational commitment (Fitriasari & Ummah, 2018; Dabas & Pandey, 2015).

Luthans et al. (2007) describe resilience as a positive psychological capacity to rebound, to 'bounce back' from hardship, confusion, conflict, loss, or even significant improvement, success and increased responsibility. Resilience is being solid and willing to work together against obstacles and difficulties. With a high degree of resilience, individuals appear to be more capable of resolving adverse events (Avey et al., 2008). Hence, resilience employees show more affective commitment to their workplace (Nafei, 2015; Yadev & Kumar, 2017).

Luthans and Jensen (2002), optimism is defined as a positive outlook on the future and a cheerful attribution style that perceives occurrences favourably and motivates others. Researchers find out that psychological capital dimensions of optimism positively predict the affective organizational commitment (Nafei, 2015; Yalcin, 2016) with the Indian sample.

The research findings demonstrated that psychological capital and affective organizational commitment, as well as components of psychological capital and affective organizational commitment, have a significant relationship (Paek et al., 2015; Lather & Kaur, 2015).

In the light of the above literature, the following hypotheses are deduced.

H1: The overall psychological capital positively impacts on Affective organizational commitment of employees at weaving centres in the Handloom industry in Sri Lanka.

H2: The dimension of psychological capital (hope, efficacy, resilience and optimism) positively impacts on Affective organizational commitment of employees at weaving centres in the Handloom industry in Sri Lanka.

H2a: The hope dimension of psychological capital positively impacts Affective organizational commitment.

H2b: The efficacy dimension of psychological capital positively impacts Affective organizational commitment.

H2c: The resilience dimension of psychological capital positively impacts Affective organizational commitment.

H2d: The optimism dimension of psychological capital positively impacts Affective organizational commitment.

2.1. Research model

The combined influence of the four variables of psychological capital such as hope, efficacy, resilience and optimism on employee affective organizational commitment refers to a simultaneous effect on employee affective organizational commitment. Based on empirical literature review, hope, efficacy, resilience and optimism were hypothesized as independent variables that influence the dependent variable of employee affective organizational commitment.

The following figure indicates the proposed model for the research study.

Employees' affective organizational commitment construct is the dependent variable of the study and psychological capital and its four dimensions (efficacy, resilience, hope and optimism) are independent variables of the study.

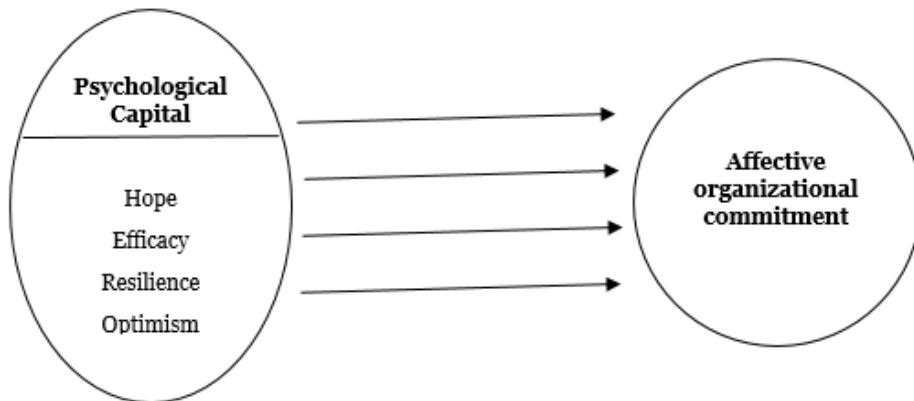


Figure I: Conceptual Framework of the Study
Source: Developed by the researcher based on a literature survey

3. Methodology

The research philosophy of this study is positivistic and it is very common in the literature and quantitative research belongs to the positivist paradigm (Saunders et al., 2015). The deductive approach has been chosen by the researcher as the study's research philosophy since it is more compatible with the positivism paradigm. The research design was causal relationship and the research type was explanatory. This study establishes a causal relationship between psychological capital as well as four dimensions of psychological capital such as hope, efficacy, resilience and optimism and employee affective organizational commitment.

The research tested a set of hypotheses based on the quantitative data collected through a structured survey to verify the hypotheses. Therefore, the research mainly adopts a quantitative approach. The survey research was usually associated with the deductive approach (Saunders et al., 2015). Further, it allowed the collection of a large amount of data from a sizeable population. The data for this study was collected at a single point of time between August – September 2021. Thus, the study was single cross-sectional in its time horizon. The

research setting for the study was the Handloom industry in Sri Lanka and the researcher has used the primary data in order to address the research question in the current study.

A well-established standard questionnaire was used to measure each construct of the study. They were related to employee affective organizational commitment (Allen & Mayer, 1990) and comprised eight indicators. A sample item for assessing affective organizational commitment is “I feel a strong sense of belonging to this organization”. Psychological capital was measured on a 24 scale which was developed by Luthans et al., (2007). It comprises four dimensions of psychological capital and each dimension consist of six indicators. A sample item for assessing hope is “there are a lot of ways around the problem. A sample item for assessing self-efficacy is “I feel confident helping to set targets/ goals in my work area”. A sample item from the resiliency scale is “I usually manage difficulties one way or another at work”. A sample item for assessing optimism is - I approach this job as “every cloud has a silver lining”.

The unit of analysis was employees of the Handloom industries and the researcher has selected 361 operational level employees as the sample for the current study by using the convenience sample technique due to Covid-19 Pandemic situation. The analysis was conducted in three steps. As the first step, the reliability of the questionnaire through reliability analysis was conducted. Confirmatory Factor Analysis was conducted to verify the already developed factor structure of a set of observed variables (Saunders et al., 2015). In the second step descriptive statistical measures such as mean, frequencies and categorical table were used, further to identify the relationship between the dependent and independent variables, and cross-tabulations were employed. In the next step, correlation analysis and regression analysis were used to explain the relationship among variables.

4. Data analysis

The proposed model presented in Figure I was tested using correlation and regression analysis through SPSS version 21.0. Confirmatory factor analysis (CFA) was applied on all scales to determine the factor structure of the data set. KMO and Bartlett’s test was conducted to determine the validity of the questionnaire and the KMO value of the current study was greater than 0.5 for each variable. A reliability test was conducted to measure the internal reliability of all variables and the result revealed that Cronbach’s alpha was above 0.7 for each variable.

Next step PsyCap and its four dimensions of hope, efficacy, resilience and optimism factors were tested individually on employees’ affective organizational commitment and SPSS 21.0 determined the significant relationship between the variables.

4.1. Correlation analysis

The result of the correlation analysis of four dimensions of PsyCap such as hope ($r = .849, p = 0.00$) efficacy ($r = .776, p = 0.00$) resilience ($r = .867, p = 0.00$) and optimism ($r = .801, p = 0.00$) on employees’ affective commitment.

4.2. Multivariate analysis

The multivariate analysis evaluated the simultaneous effect of the independent variables on the employees’ affective organizational commitment. The result of the regression on the four independent variables against the dependent variable employee affective organizational commitment were shown in table 02.

Table 1: Summary of Fitted Regression

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.803	.801	.694
2	.896 ^b	.803	.801	.694

a. Predictors: (Constant), OPTIMISM, EFFICACY, HOPE, RESILI

b. Predictors: (Constant), OPTIMISM, HOPE, RESILI

The result of the backward multiple regression analysis indicated that four dimensions of hope efficacy, resilience and optimism all together impact the employee affective organizational commitment and contributed about 80% ($R^2 = 0.80$) to variance in employee affective organizational commitment.

4.3. The effect of dimensions of psychological capital

Table 02 displays the result of backward regression analysis.

Table 2: Effect of Dimensions of Psychological Capital

Model	Coefficients ^a							
	Unstandardized Coefficients	Standardized Coefficients		T	Sig.	Collinearity Statistics		
		B	Std. Error			Beta	Tolerance	VIF
		(Constant)	-.708	.157	-	.000		
				4.499				
1	HOPE	.355	.053	.334	6.669	.000	.221	4.529
	EFFICACY	.053	.050	.049	1.051	.294	.260	3.844
	RESILI	.557	.079	.408	7.017	.000	.164	6.102
	OPTIMISM	.232	.064	.160	3.593	.000	.278	3.600
	(Constant)	-.709	.157	-	.000			
				4.505				
2	HOPE	.374	.050	.352	7.476	.000	.250	4.001
	RESILI	.595	.071	.436	8.423	.000	.207	4.832
	OPTIMISM	.227	.064	.157	3.533	.000	.279	3.586

a. Dependent Variable: Affective Organizational Commitment

Model 1 of table 2 includes all the independent variables. As per the output in model 1, the output p-values related to efficacy (0.294) are greater than the critical p-value (0.05). Therefore, it can be concluded that efficacy is insignificant in model 1. As per model 2 of table 1, the most insignificant variable of efficacy (0.294) was eliminated. Furthermore, the p-value related to hope (0.000), resilience (0.000) and optimism (0.000) which indicate values less than the critical p-value of (0.05). Therefore, hope, resilience and optimism were at significant levels in model 2. Hence, the researcher used model 2 for the analysis.

5. Discussion and conclusion

H1: The overall psychological capital positively impacts Affective organizational commitment

The dimensions of hope, resilience and optimism all together predict the employee affective organizational commitment and contributed about 80% ($R^2 = 0.80$) to variance in employee affective organizational commitment. The final model rejected the efficacy dimension of psychological capital (Table 03). Numerous scholars (Paek et al., 2015, Nafei, 2015; Yalcin, 2016) findings were aligned with current research findings.

H2a: The hope dimension of psychological capital positively impacts Affective organizational commitment

When analyzing the data for the hope dimension of psychological capital impact on employee affective organizational commitment and a significant correlation ($r = 0.849$, $p = 0.000$) at a 0.99% confidence level was evident. According to regression output ($\beta = 0.374$, $p = 0.000$). It was confirmed that there was a positive and significant impact of hope on employee affective organizational commitment to the Handloom industry in Sri Lanka. The findings of this research are aligning with the core ideas of several scholars (Nafei, 2015; Eterbarian, 2012).

H2b: The efficacy dimension of psychological capital positively impacts Affective organizational commitment

There was a strong positive relationship ($r = 0.776$, $p = 0.000$) between the efficacy dimension of psychological capital and employee affective organizational commitment in the Handloom industry in Sri Lanka. As per the p-value related to the efficacy ($\beta = 0.053$, $p = 0.294$) which indicates a value greater than the critical p-value (0.05). Therefore, it can be concluded that efficacy does not impact employee affective organizational commitment in the Handloom industry in Sri Lanka at 95% confidence level. The result of the current study agreed with the findings of Pariate (2017). Scholars (Shao & Sia, 2015; Nafei, 2015) revealed that there was a significant positive relationship between efficacy and affective organizational commitment. These findings contradicted current research findings.

H2c: The resilience dimension of psychological capital positively impacts Affective organizational commitment

The empirical investigation of employees in the Handloom industry revealed that there was a positive significant correlation between the resilience dimension of psychological capital and employee affective organizational commitment at a 99% confidence level ($r = 0.867$, $P = 0.000$). According to regression output ($\beta = 0.595$, $p = 0.000$), it was confirmed that there was a positive impact of resilience on employee affective organizational commitment to the Handloom industry in Sri Lanka. The current study result supports the finding of previous studies (Nafei, 2015; Yadao & Kumar, 2017). This study concluded that having resilience leads to employee affective organizational commitment in the Handloom industry in Sri Lanka.

H2d: The optimism dimension of psychological capital positively impacts Affective organizational commitment

There was a strong positive relationship between ($r = 0.801$, $p = 0.000$) optimism and employees' affective organizational commitment. The p-value related to the variable optimism is 0.000 and it indicates a value less than the critical p-value ($\beta = 0.595$, $p = 0.000$). Therefore, it can be concluded that optimism positively impacts employee affective organizational commitment in the Handloom industry in Sri Lanka at a 95% confidence level. The current

research findings agreed with the previous research findings (Pariate, 2017; Shaoo & Sia, 2015; Nafei, 2015).

6. Academic and practical implications of the study

Psychological capital is a recent development and contributes to enhancing human strength to get a variety of positive outcomes from employees such as attitude, behaviour and performance. The most of research studies relevant to the above construct were carried out by western countries and not many Sri Lankan studies, as well as no study in the Handloom industry could be found. The positive organizational culture supports enhancing the affective organizational commitment of employees which harnesses its benefits for employees as well as the organization. Further, the study emphasizes the importance of hope, resilience, and optimism as PsyCap subdimensions in terms of their impact on affective organizational commitment among employees in the Sri Lankan handloom industry.

Most previous studies (Pariate, 2017; Jain & Kumar, 2017; Shahnawaz et al., 2009) discussed the four components of personal resources/ psychological capital of hope, efficacy, resilience, and optimism together as a single framework and their effects on organizational commitment. According to Luthans & Youssef-Morgan (2017), a research study should be conducted to determine how four components individually play their roles with diverse predictable variables under varied scenarios. The researcher is bringing fresh knowledge to Sri Lanka on how four primary components of psychological capital responses are involved in employees' affective commitment to the Handloom industry by filling this empirical deficit.

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