



Psychological Capital and its Relationship to Work Attitudes in Imam Khomeini Shazand Oil Refining Company

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ABSTRACT: Growing demands in finding new strategies to maximize organizational effectiveness have resulted in development of positive organizational sciences. Psychological Capital is a core construct consisting of the positive psychological resources of efficacy, hope, optimism, and resilience. This exploratory survey research study examined hypothesized relationships between psychological capital to the perceived organizational support, job satisfaction and affective commitment. The three general hypotheses were developed and data was collected from 300 personnel who were randomly chosen from various departments of Imam Khomeini Shazand Oil Refining Company. The instrumentation of the study, which was a paper-and-pencil questionnaire based on 5-point Likert item from "strongly disagree" to "strongly agree". Collected data were analyzed via Pearson correlation test by SPSS software. The findings indicated statistically significant relationship existed between psychological capital with perceived organizational support, job satisfaction and affective commitment.

Key words: Affective organizational Commitment, Job Satisfaction, Perceived Organizational Support, Psychological capital.

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INTRODUCTION

From the viewpoint of enterprise management, the enterprise managers must not only emphasis on the profit maximization, but also it is so vital to consider their management models and apply appropriate path which is consistent with their staff wellbeing and to maintain business evergreen (Guojuan, et al, 2010). Recently, more and more attention has been paid on studying human potentialities and there is challenge between research on human weaknesses and interest in human abilities, healthy aptitudes, and virtues. Evidence suggests that positive states like subjective well-being, optimism and success result in broaden desirable outcomes in work environment (Titus, 2012).

The efficiency and well-being of oil industry employees is central to the safety and smooth running of production processes. Workers employed in oil refining industry are exposed to different health risk, depending on whether they work in oil fields, laboratories, or offices. The right measures can alleviate the effect of unfavorable work condition, but psychosocial stressors are more difficult to be identifies.

Organizations have opted for two different types of strategies, either a deficit (problem-solving) approach or an abundance approach in the facing of difficult situations. The focus of deficit or problem solving approach is on negative points, and is specified by the identification of the main problems and their root causes of challenges that face the organizations. In this approach manager implement the optimal chosen solution until the problem is solved. On the other hand positivity is highlighted in abundance approach and the

goal of organization is to embrace and enable the highest potential of both, the organization and its people (Rodríguez-Carvajal, et al, 2010).

Strümpfer (2005) and Roberts (2006) emphasis on the positive approach in organization and introduce 'strength perspective' as a positive approach in organization which may create remarkable value and may help to better understanding of optimal human performance in situations that due to their complexity pose stressful challenges (Du Plessis and Barkhuizen, 2012).

Recognition of the effectiveness of positivity in the workplace is not a new concept. The birth of positive and humanistic approach in theory, research and practice dated back to the behavioristic movement in the 1930s and 1940s. The Hawthorne effect, Maslow's study of motivation and McGregor's findings on pleasurable work environment are representative cases of positivity at work (West, 2012).

With the importance role of individuals at work, it is essential to discover human abilities and strength more. Keleş and Özkan (2011) believe "Positive organizational science allows understanding of the effects of human behavior on organizational strategies and why certain strategies and competencies are more beneficial than others". Past practices and theories like POS, job Satisfaction and organizational commitment have its own value as work attitudes and in the management literature theses variables convey positive meaning, but Psychological capital has raised as a new perspective nowadays.

Seligman and Csikszentmihaly (2000) assume “the field of positive psychology at the subjective level is about valued experiences: wellbeing, contentment, and satisfaction (in the past); hope and optimism (for the future); and flow and happiness (in the present)”.

In spite of the important role of oil personnel in productivity, relatively little empirical research has been done to consider the development of these valuable resources. No study is there on oil industry linking POS, Psy Cap, Satisfaction and commitment, so it is crucial to conduct a study on this positive field and to test a new integrative model. This research has been approached from a positive lens and the result can be accounted as a guideline for ease the tensions among personnel encountered psychosocial stressors.

The main objective of this survey can be briefly summarized as follows

- ✓ To determine if there is a relationship between perceived organizational support and psychological capital among personnel working in Imam Khomeini Shazand Oil Refining Company.

- ✓ To determine if there is a relationship between Psychological capital and job satisfaction among personnel working in Imam Khomeini Shazand Oil Refining Company.

- ✓ To determine if there is a relationship between Psy Cap and affective organizational commitment among personnel working in Imam Khomeini Shazand Oil Refining Company.

THEORETICAL FRAMEWORK

Psychological Capital: Psychological capital is grounded in positive organizational behavior. Positive organizational behavior is defined as “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace” (Luthans, 2002b). This perspective not only denies the concern of human weakness or mental illness but also give same value to the exploration of human capacities in the context of organization and application in the lives of individuals (Wisner, 2008).

Määttä (2012) says “The concept of human strengths can be considered as contextually dynamic because the function of a specific behavior depends on its context and its outcome”.

With entrance of positivity at work, two movements have developed; positive organizational scholarship (POS) and positive organizational behavior (POB). Although the two are complementary, differences do require notice. POS is related to the organizational level of analysis and focused on the individual and interpersonal levels, while POB is more concerned with micro and meso level and included team and organizational level (Luthans and Avoil, 2009).

Positive psychological capital is differentiated from human, social, and economic capital. Luthans and his colleagues determine these capitals comprehensively. They define “traditional economic capital is what you have (finances and assets), human capital is what you know (experience, education, skills, knowledge, and ideas), social capital is who you know (relationships and networks) and positive psychological capital is who you are (self- efficacy, hope, optimism, and resilience)” (Luthans et al, 2004). Peterson and Spiker (2005) believe “ human capital to be a core construct comprised of four subsets of capital: psychological capital, intellectual capital, emotional capital, and social capital—or what they have termed PIES”.

Psychological capital (PsyCap) is a positive state-like capacity that has undergone extensive theory-building and research and has been defined as “an individual’s positive psychological state of development which is characterized by: 1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; 2) making a positive attribution (optimism) about succeeding now and in the future; 3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and 4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success” (Luthans et al, 2007b). Interestingly, taking the first letters from these terms becomes the acronym HERO. PsyCap is the HERO within: who you are (the psychological self) and who you can become (the potential self) (Luthans, 2012).

Evidence suggests that negative states such as anxiety, depression or fear or failure lead to narrow biases which are consistent with narrowed attention. On the other hand, positive states such as subjective well-being, optimism and success lead to inclusive biases which are consistent with broadened attention (Titus, 2010).

A recent meta-analysis found that self-reported PsyCap is a significant predictor of a wide variety of individual-level organizational outcomes such as multiple measures of performance, attitudes such as satisfaction, commitment, and turnover intentions, and behaviors such as organizational citizenship and deviance (Harms and Luthans, 2012).

Work Attitudes: Work attitudes are collections of feelings, beliefs, and thoughts about how to behave that people hold about their job and organization (George and Jones, 1999). The two most frequently investigated job attitudes probably are job satisfaction and attitudinal or affective organizational commitment. Other forms of job attitudes include organizational identification, job involvement, continuance and normative commitment and perceived organizational

support. The following arguments and empirical analyses only consider perceived organizational support, job satisfaction and affective organizational commitment.

Perceived Organizational Support:

Organizational support focuses on the organization's commitment to the employee. Eisenberger and colleagues used the concept of perceived organizational support (POS), which refers to "employees' perceptions about the degree to which the organization cares about their well-being and values their contribution, to describe the social exchange relationship between the organization and its employees" (Eisenberger, et al, 1986). When examining perceived organizational support as a conceptual, it is expressed as "a perception of what degree of importance to contribute to employees by the organization. Expectations of this perception in the employee's mind are outcomes such as considering employee goodness by the organization, appreciation in the organization and sharing common values between organization and employee" (Colakoglu et al, 2010).

The theoretical foundation of POS has obtained from social exchange and organizational support theories which give prominence to employee's motivation. Such approaches in work environment are lead to unify employee's effort to fulfill specific activities within the mutual obligation between employees and employers (Aselage and Eisenberger, 2003).

According to the Organizational Support Theory (OST), the employees represent the organization as a living entity. OST (Eisenberger et al. 1986; Rhoades and Eisenberger, 2002) holds that the formation of POS is encouraged by employees' tendency to assign the organization humanlike characteristics. As a result of this, the identification behavior with their organization appears. Moreover, the organizational identification levels of the employees, whose organizational support perceptions are high, increase (Çelik and Findik, 2012). Most researches on POS have presented the organization as a single unit in charge of organization support; perceptions of organizational support also rely on supervisors act as organizational agents in their treatment of subordinates (Hayton, et al, 2012; Eisenberger, et al, 2002).

There are multiple mechanisms that the organization can employ to create employee beliefs that the organization cares about them and values their contribution. A meta-analysis by Rhoades and Eisenberger (2002) suggested three major work-experience antecedents of POS: working conditions, support received from supervisors, and procedural justice. Organizational support theory holds that favorable rewards indicate the organization values the

employees' contribution to the organization, which constitutes a major dimension of POS (Eisenberger et al., 1986). Shore and Tetrick (1991) found that POS had a positive relationship with employee satisfaction with their pay. Wayne et al. (2002) further found that both procedural justice and distributive justice perceptions were positively related to POS (Liu, 2004, p. 18). Muse and Stamper (2007) believe two dimension of P.O.S are POS-J (care about employees' outcomes and performance) and POS-R (care about employees' well-being and respect). Both of these construct play an important role in forming the perception of employees about the support given by the organization (Ahmed, et al, 2011).

It seems that if an organization is given adequate training, resources, and support from management, it is more likely that members would both want their organization to succeed and be more capable of helping their organization succeed (Miao, 2011).

Job Satisfaction: Locke (1969) defined "job satisfaction as a positive emotional feeling, a result of one's evaluation towards his or her job experience by comparing between what he or she expects from his or her job and what he or she actually gets from it" (Eslami and Gharakhani, 2012). Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997). This definition considers job satisfaction as a general affective response that individuals have for their job. Dessler (1978) affirms to "the ability of employees in an organization aspiration, feeling happy and doing their job with the hope that their needs will be achieved" (Mbah and Ikemefuna, 2012). Muchinsky (2007) defines job satisfaction as "the degree of pleasure an employee derives from his or her job" (Maqbool et al, 2012). Mitchel and Larsel Hoppock (1935) stated that job satisfaction is "any combinations of psychological, physiological and environmental circumstances that cause a person truthfully say "I am satisfied with my job" (Pandy and Khare, 2012).

Herzberg et al.'s (1959) suggest two kinds of factors, intrinsic and extrinsic factors in prediction of employee's satisfaction or dissatisfaction. The extrinsic factors or hygiene factors are environmental features e.g. company policy and administration, supervision, work conditions, salary and benefits, this type cause dissatisfaction and reduce the level of job satisfaction. Intrinsic factors included creative or challenging work, responsibility and advancement opportunities which appraised the job satisfaction (Saleem et al, 2010).

Variables that have been shown to positively affect job satisfaction include job level, tenure, and salary; employee empowerment; and skill variety and type of skills needed (Sheik Mohamed et al, 2012).

For performance to be optimal, an employee's full potential is needed at all levels in organizations; this emphasizes the importance of employee job satisfaction (Lumley et al, 2011). In fact, people get satisfied with their work; it is not likely that they would switch their jobs. Further to this, in order to retain their existing satisfied jobs, employees would exert more and work effectively, that is valuable for the company (Karim and Rehman, 2012).

Locke (1976) describes the most common consequences of job satisfaction in terms of its effects on the physical health, longevity; mental health, and the impact it has on interaction between employees and the feelings of employees toward their jobs and social lives (Buitendach, De Witte, 2005). Several determinants of job satisfaction have been established in past researches, such as organizational reward systems, power distribution, individual differences, self-esteem, locus of control, etc (Eslami and Gharakhani, 2012). Spector (1997) determined nine facets included pay, promotion, supervision, fringe benefits, Contingent rewards, Operating procedures, Co-workers, nature of work and Communication for measuring overall job satisfaction.

Totally Job satisfaction implies a subjective and emotional reaction toward different aspects of the job, perceived as an emotional state resulting from the appraisal of one's situation, linked with the characteristics and demands of ones work (Jessen, 2010).

Affective Organizational Commitment: Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. Webster's Dictionary defines commitment as "the state or an instance of being obligated or emotionally impelled" (He, 2008). Grusky (1966) relates commitment with "The nature of the relationship of the member to the system as a whole" (Dixit and Bhati, 2012). Sheldon (1971) defined organizational commitment as an attitude or an orientation toward the organization which links or attaches the identity of the person to the organization (He, 2008). Salancik (1977) said commitment is that "a state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement" (Dixit and Bhati, 2012).

Meyer and Allen (1984, 1990) multi-dimension period till today's Cohen (2007) two-dimension and Somers (2009) combined theory, each of which had a strong impact on the current state of Organizational commitment (WeiBo et al, 2009). For more than 20 years, Meyer and Allen introduced three-dimensional (affective, normative, continuance) scales for organizational commitment. Although there are three

different organizational commitment employees may develop in the employment relations, it is affective commitment that can truly motivate employees to contribute meaningfully to their organization (Meyer and Allen, 1991, 1997). Affective commitment is considered more effective measure of organizational commitment since it indirectly influences the other two dimensions of organizational commitment (Malik, et al, 2010).

Modway (1997) defined "affective commitment as the emotional attachment, identification, and involvement that an employee has with its organization and goals" (Kardam and Rangnekar, 2012). In such type of commitment, the individual and the organization share similar values and therefore the interaction between them is positive (Shore and Tetrick, 1991). Employees with strong affective commitment keep working for the organization voluntarily and eagerly not only because they need the occupation, but because they want to work (Nagar, 2012).

DeCotiis and Jenkins (1986) noted "commitment can be nurtured in the workplace over time through (1) organization's concern for employee satisfaction, (2) belief in employee integrity and competence, and (3) commitment to employee career growth" (He, 2008).

Relationship between Psychological capital and job attitudes: It has been proposed that some organizationally relevant positive psychology constructs such as hope, resilience, optimism, subjective well-being, and self-efficacy would be able to explain positive outcomes such as positive attitudes and positive behaviors among employees in organizations. Individuals with higher positive affect express more positive states and develop positive measurable actions in the personal and social relationship in comparison with individuals with lower positive affect (Fasihizadeh et al).

Gardner, Pierce, Van Dyne and Cummings (2000) theorized that POS forms the employee's organization-based self-esteem which in return motivates them to participate in behaviors that are consistent with the view of the self as organizationally competent, worthwhile, and valuable (Uçar and Ötken, 2010). Managers need to develop employee's positive and supportive perception about organization in order to provide the condition for expanding the mutual relationship between employees and organization. Mutual trust between these two parties is the consequence of the collaborative environment which ultimately enhances individual sense of power (Keleş, Özkan, 2011), therefore when employees found themselves as an important agent in the organization, they would be more confident that they have required resources, skills and ability (self-efficacy) and the

manifestation of power can influence employees' self-confidence (Çelik and Findik 2012).

Abraham Maslow (1954) often referred to as the father of humanistic psychology, remains seminal and influential in the study of human potential. Maslow (1954) depicts five levels of human needs in the Hierarchy of Needs Theory. The levels move from basic physical needs to higher level needs-physiological, safety, belonging, esteem and self-actualization. If employees expect to expand the capacity of their employees, it is effective to care about their employees. This kind of support motivates individuals for constant betterment; in fact it helps employees to invest in their psychological capital (Sweet, 2012). On the whole, perceived organizational support is associated with greater psychological well-being, a more positive orientation toward the organization, and behavioral outcomes helpful to the organization (Rhoades and Eisenberger, 2002).

According to Määttä (2012) "Happiness and satisfaction must be understood as the outcome of an interaction process between individual characteristics and aspirations on the one side, and social relations and macro social structures on the other side". Researchers by putting individuals in pleasant situations found since people enjoy having good feeling they try to continue their pleasant state and expand their positive temperament in different ways. As a result an individual with positive temperament perceive his job with satisfaction and think it as positive (Fasihzadeh et al).

Youssef and Luthans (2007) determined that employees who display higher levels of hope, optimism and resilience were found to be more satisfied and committed. Luthans et al (2008) revealed that general psychological capital construct is positively related to performance, satisfaction, and commitment.

The mediating role of PsyCap has been proven by Luthans (2008) in the supportive organizational climate-employee performance relationship. It plays an important mediating role between cognitive complexity and cultural intelligence in global mindset development.

There is considerable evidence in different domains on the relationship of positive psychology with job satisfaction, motivation, productivity, job performance, well-being, organizational commitment, positive affectivity, core self-evaluations, organizational citizenship, intrinsic motivation, humour, self-determination and organizational justice. (Sun, Zhao, Yang and Fan).

Hypotheses: Based on the above discussion this research will test the following three hypotheses:

H₁: Significant positive relationship will exist between the perceived organizational support and psychological capital.

H₂: Significant positive relationship will exist between the psychological capital and job satisfaction.

H₃: Significant positive relationship will exist between the psychological capital and affective commitment.

MATERIALS AND METHODS

Research Setting: The study was conducted at Imam Khomeini Shazand Oil Refining Company which is subsidiary of Iranian National Oil and Distribution Company. The total number of the personnel is about 2500 are consisted of Permanent, official and contractual employees. The average amount of participants in this study was 300 employees from various departments including supervisory and non-supervisory were selected using stratified random sampling. This company is located at 20 Kilometer Broujerd Road, 35 Kilometer far away from Markazi Province, Arak City.

Description of Instruments: In this study the information was collected through self-administered questionnaires distributed personally to the subjects by the researcher. The questionnaire was consisted 34 questions. Three measures were used in the survey, to include: (a) perceived organizational support, (b) job satisfaction and (c) affective organizational commitment.

Psychological Capital Questionnaire (PCQ): The Psychological Capital Questionnaire (PCQ), also referred to as the PCQ-24, was constructed by Luthans, Youssef and Avolio (2007). Each of the four components in PsyCap is measured by six items. In this study 10 statements were selected to measure PsyCap.

Perceived Organizational Support Questionnaire (POSQ): Participants' perceived organizational support was measured using the Eisenberger et al. (1997) 8-item measure. The total number of Eisenberger et al. (1997) is 36, but the amount of using in this study was 8-item based on the Likert scale. Rhoades and Eisenberger (2002) suggested, although for practical reasons, many studies have used shortened versions of the original SPOS scale, this practice is not problematic.

Job Satisfaction Survey (JSS): Paul Spector (1985) created a Job Satisfaction Survey (JSS) that was copyrighted in 1994. Much like the Eisenberger et al., (1986) survey, other researchers in subsequent studies of job satisfaction have also used the JSS. The JSS asks participants to respond to the 36 items using a Likert scale endpoints ranging. In this study 8-item was used for measuring Overall job satisfaction.

Organizational commitment scale: Affective, normative, and continuance commitment were

measured using the Three-Component Model of Commitment scale developed by Meyer and Allen (1991). The Meyer et al. (1993) revised version was used. The scale consists of 18 items. In this survey 8 statements belonged to affective commitment was used.

Data Analysis Technique:

The present study is an applied research. A descriptive survey was selected for this study because it provides an accurate portrayal or account of the Characteristics. For analysis of closed-ended questions, a computer program called Statistical Package for Social Sciences (SPSS) was used. Method of the research was correlation type. In order to investigate relations between variables, the Pearson correlation coefficients were reported and a level of 0.05 was chosen as the significance level. All hypothesizes of this paper confirmed in confident level 95%.

Validity and Reliability of the test

The management experts were being asked to evaluate the validity of questionnaires. For this mean, the questionnaires were given to some professors and experts in management, and after their modifications were being utilized and they confirmed it, the questionnaires were given to the participants. To measure the reliability, Chronbach's alpha values are used which sold be greater than 0.7 to be accepted. The questions and Chronbach's alpha values for all constructs are summarized in Table 1, as well as provided here.

RESULTS

Measures of Central Tendency and Dispersion:

This section outlines the descriptive statistics calculated on the basis of the variables included in the questionnaire. The measures of central tendency and dispersion for the variables are shown in Table 2. Highest mean belongs to PsyCap, lower mean score is 2.5312 indicate POS, the mean score of job satisfaction is 2.8732 and affective commitment score indicates 3.1250.

Hypothesis Testing: Correlation between variables is a measure of how well the variables are related. The most common measure of correlation in statistics is the Pearson Correlation (technically called the Pearson Product Moment Correlation or PPMC), which shows the linear relationship between two variables. As mentioned, the purpose of the research is surveying the relationship between POS, JS and AC, so for determining the relationship between these variables Pearson test was utilizes.

With 95% confidence, it can be said there is a statistically significant, direct relationship between POS and PsyCap ($r = 0.473$, $p < 0.05$). Therefore, the hypothesis is substantiated.

For testing H_2 with 95 % confidence it can be said there is a statistically significant, direct relationship between PsyCap and Job Satisfaction ($r = 0.576$, $p < 0.05$). Therefore, the hypothesis is substantiated. The H_3 hypothesis is substantiated, too. With 95 % confidence, it can be said there is a statistically significant, direct relationship between PsyCap and Affective Commitment ($r = 0.580$, $p < 0.05$).

Table 1. Indicating alpha coefficient of variables

Scale	Alpha Value
Psychological Capital	.853
Perceived Organizational Support	.825
Job Satisfaction	.856
Affective Commitment	.927

Table 2. Indicating the descriptive statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
POS	300	1.00	4.75	2.5312	.75480
Job satisfaction	300	1.00	4.75	2.8732	.78317
Psy Cap	300	1.00	4.90	3.6568	.64537
Commitment	300	1.00	5.00	3.1250	.99415

Table 3. Pearson correlation between PsyCap and Job Attitudes(POS, JS and AC)

Hypotheses	N	Sig.	R	Result
H ₁ : There is a significant positive relationship exist between POS and PsyCap.	300	.000	.473**	Confirmed
H ₂ : There is a significant positive relationship exist between PsyCap and JS.	300	.000	.576**	Confirmed
H ₃ : There is a significant positive relationship exist between PsyCap and AC.	300	.000	.580**	Confirmed

DISCUSSION

Employees are the most precious assets for any organization. Organizations need to keep them motivate, active, commitment and energetic for successful completion of tasks. As organizations seek ways to help employees navigate the ever-challenging work environment, they increasingly are recognizing the importance of positivity and concentrating on developing employee strengths, rather than dwelling on the negative and trying to fix employee vulnerabilities and weaknesses (Avey et al,2009).

Injection positive feeling in supportive climate let employee express themselves by their abilities more. In fact organizational supports configure and enforce positive feeling and attitudes and obligations. Spreading positivity conceptualize meaning of satisfaction and loyalty among employees. When feelings are express can affect others, accelerate the process mutual communication between Employee and organization. When employees perceive organization considers their opinions and supports them, they categorize their needs and know what their main requirements are. Focus their attention on progress, direct their energy toward the goals of company and participate in the success of organization. When employees feel powerful, unconsciously learn to direct and cope with the difficulties. Organizational support creates a positive environment which helps employees' PsyCap increase and leads Company to more profitability.

Leaders should expand the PsyCap by training course among their personnel and positivity account as a stable culture of company. The first step can start from changing of attitudes, trusting to abilities of employee, considering them as a first sources of improvement and inspiring the important role of them in the company, encouraging and motivating them by external and internal incentives can arouse employee to respond in front of good willing of organization. When they perceived their justified and right needs are meet in due time, they find this opportunity to elevate the psychological needs and learn more about themselves and try to behave in appropriate manner. When the bases of communication put on bilateral respect and trust pave the way for advantages which are beneficial for both side and when maturity begin from employee and expand among employees lead to organizational development.

Limitations: Although the statistical analysis indicated significant and positive relationships between these variables, this study, like all research, presented limitations. Limitations of survey methodology, survey instruments, and generalizability of the study are addressed.

Future Research: Future research should be conducted to expand the construct of psychological capital. The theory of psychological capital should continue to be assessed as it relates to the four constructs of self-efficacy, hope, optimism, and resilience. The relationship between psychological capital, the constructs of psychological capital, and organizational commitment, facets of job satisfaction should be examined in multiple industries. This study should be repeated in multiple contexts, and results should be compared, in an effort to further understand the relationships and its value for practitioners.

Perceived organizational support, Psychological capital, organizational commitment and job satisfaction should be examined in relationship to demographic data. Future research should examine the relationship between gender, age, work experience and education to all variables in this study. Researchers should seek to examine the differences between men and women as it relates to psychological capital. Additionally, education levels, years of work experience, and age should also be explored.

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