

## Prediction of Affective Organizational Commitment Based on Employee Characteristics and Psychological Factors among Oil Personnel

\* *Sh. Ghaffaripour*

*Department of Personality Approach to Leadership and Organizational Behavior, Faculty of Business Studies, University of Vaasa, Vaasa, Finland*

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### ABSTRACT:

The concept of organizational commitment has become a hot topic in the literature of industrial psychology and organizational behavior in the past decade. The main purpose of this study was to investigate the relationships of employee characteristic (age, marital status, job tenure, educational level and job level), Perceived organizational support, psychological capital and job satisfaction to organizational commitment of personnel working in oil industry. The four general hypotheses were developed and data was collected from 234 personnel who were randomly chosen from various departments of Imam Khomeini Shazand Oil Refining Company. The instrumentation of the study was common demographic questions and other variables measured by a paper-and-pencil questionnaire based on 5-point Likert item from "strongly disagree" to "strongly agree". Collected data were analyzed via regression by SPSS software. Findings indicated perceived organizational support, psychological capital and job satisfaction significantly predicted affective organizational commitment, but employee's background was not a satisfactory predictor of affective commitment for personnel working in oil industry. Findings suggest organizational managements and psychologists need to consider the importance of psychological factors when designing programs for increasing the organizational commitment of the workers.

**Keywords:** *Affective organizational commitment, Job satisfaction, POS (Perceived Organizational Support), PsyCap (Psychological Capital), Demographic factors*

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### INTRODUCTION

The organizations should use effectively human resource to be adapted to the changing world and achieve its goals in comparative environment. As long as the level of organizational commitment of employees increases, the employees' acceptance of organizational goals and adaptation of themselves to the organization occurs easier. Also employees continue voluntarily their participation to the organization and play their

roles affectively.

High productivity and smooth running of production process in refineries requires more committed personnel. Skilled employees in oil industry hold a large part of an organization's intellectual capital. Recruitment and retention of adequate staff is becoming recognized as a major challenge in this industry. Among the factors that contribute to turn over, a lack of organizational commitment has been identified

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\*Corresponding Author, Email: [ghaffaripours@yahoo.com](mailto:ghaffaripours@yahoo.com)

as a strong predictor (Sikorsa-Simmons, 2005). In this era of war for talent, organization realized the high costs associated with turnover and the time spent in replacing the resigned staff. In order to gain employee commitment, employers have to be pro-active in supporting initiatives energizing employees to move towards employee's commitment. Apart from other strategies, employers must create a win-win situation via envisage new approaches to successfully gain commitment. The need for factors that predict organizational commitment has become more critical. In previous studies, most research efforts have been focused on linking situational factors such as job characteristic and organizational characteristic to organizational commitment (Salami, 2008). A new trend of research is focusing on the effect of psychological factors on organizational commitment.

The researcher wishes to establish that there is a relationship between psychological factors, namely perceived organizational support, psychological capital and job satisfaction on organizational commitment. There has been lack of researches in the linking personnel and psychological characteristic of staff to affective commitment. This study will investigate the relationship of some employee's background and psychological factors, to affective commitment among personnel working in the largest Iranian oil company (Imam Khomeini Shazand Oil Refining Company). With this study, the researcher also hopes to add value to body of knowledge to prove that psychological factors play eminent role in increasing commitment.

The significance of this study will assist organizations in identifying and developing company's policies aimed at increasing organizational commitment. The management can use the findings from this study to assist them to gain competitive advantage over their competitors in employee commitment from the same industry. This study is also aimed at helping employees to identify the psychological factors that will drive them towards being more committed and loyal to the organization. The longer employee stays with an organization, the more valuable they will be in terms of seniority, skill and knowledge.

Therefore, the main research questions of this survey can be briefly summarized as follows:

✓ Do Employee characteristics (Age, marital status, education level, job tenure and organizational position) significantly predict affective organizational commitment among personnel working in Imam Khomeini Shazand Oil Refining Company?

✓ Dose Psychological capital significantly predict affective organizational commitment among personnel working in Imam Khomeini Shazand Oil Refining Company?

✓ Dose perceived organizational support significantly predict affective organizational commitment among personnel working in Imam Khomeini Shazand Oil Refining Company?

✓ Dose job satisfaction significantly predicts affective organizational commitment among personnel working in Imam Khomeini Shazand Oil Refining Company?

#### Literature Review

Within this literature review, the psychological variables (POS, PsyCap and job satisfaction) and organizational commitment will be introduced then the relationship between each factor with affective commitment will be reviewed, also in this section the influence of some demographic characteristics will be determined based on the previous researches.

#### Psychological Capital (PsyCap)

Psychological capital is rooted in positive organizational behavior which 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).

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”.

Based on the broaden-and-build theory, Avey et al. (2008), propose that positive emotions will expand employee engagement attitudes and organizational citizenship behavior that would accelerate positive organizational change. In fact, emotions can shape employee behaviors and workers less likely to experience deviant behaviors. 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).

#### **Perceived Organizational Support (POS)**

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).

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).

Perceived organizational support is developed through a process of “personification” That is, the employees “personalize” the organization by accumulation of their experiences over time of the rewards and punishments that they receive from other more powerful organizational members (Liu, 2004).

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: organizational rewards and working conditions, support received from supervisors, and procedural justice.

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**

Job satisfaction is defined as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs” (Spector, 1997). 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.

According to the equity theory, the greater the discrepancy between the amount employees believe they should receive and the actual amount they receive, the greater their tension or dissatisfaction (Godeanu, 2012). Simply stated, the more a person’s work environment fulfills his or her needs, values, or personal characteristics, the greater the degree of job satisfaction.

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 (Abdul Kader and Anisa, 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.

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, 2005). 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 one work (Jessen, 2010).

### **Organizational Commitment**

The concept of organizational commitment derives from an article "The organization Man" written by Whyte in 1956 (Dixit and Bhati, 2012).

Webster's Dictionary defines commitment as "the state or an instance of being obligated or emotionally impelled" (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 (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.

The study by the Hudson Institute of

Indianapolis listed six factors that have the greatest influence on employee (affective) commitment, i.e., fairness at work, care and concern for employees, satisfaction with day-to-day activities, trust in employees, organizational reputation, and work and job resources (He, 2008).

### **Demographic Factors and Affective Commitment**

There have been a number of studies that have investigated the personal correlates of organizational commitment. Characteristics such as age, marital status, tenure, educational level, job level and gender have been found to influence organizational commitment.

### **Age and Organizational Commitment**

Older workers are considered to have stronger investment and greater history with their organization than do younger workers, their commitment may be more to their organization, whereas age was found on the other hand, to be negatively related to commitment in some studies (Bull, 2005). Mottaz (1988) noted that age has little effect on organizational commitment (He, 2008). The full meta-analysis by Mathieu and Zajac (1990) yielded a medium positive correlation with organizational commitment.

### **Marital Status and Organizational Commitment**

Chughtai and Zafar (2006) posit that marital status has emerged as a consistent predictor of organizational commitment. Salami (2008) found marital status was significantly related to organizational commitment. Studies by John and Taylor (1999) and Tsui et al. (1994) found that married people were more committed to their organization than unmarried people (Jeanne Theron, 2010). Chughtai and Zafar (2006) put forth that married people have more family responsibilities and need more stability and security in their job and therefore are more likely to be more committed to their existing organization than their single counterparts.

Sikorsa-Simmons (2005) sampled 317 staff members from 61 facilities and found that employees who were older married and more religious reported higher levels of organizational commitment. This concurs with the findings of Bowen, Radhakrishna and Keyser (1994) who

found that married workers were more committed to the organization than single workers (Jeanne Theron, 2010).

#### **Tenure and Organizational Commitment**

According to Allen and Mowday (1990); Dunham et al. (1994); Gerhart (1990); Larkey and Morrill (1995); Malan (2002); Meyer and Allen (1997); Mowday et al. (1982) tenure or the length of service of employees contributes towards increasing the employees' levels of commitment towards the organization (Bull, 2005). According to Meyer and Allen (1997), as an individual's length of service with a particular organization increases, he or she may develop and emotional attachment with the organization that makes it difficult to change jobs.

However, researchers such as Luthans, McCaul and Dodd (1985) failed to find support for the relationship between tenure and organizational commitment (Bull, 2005). Demographics factors such as employee tenure have shown mixed effect on commitment (E. St up, 2006). Kinnear and Sutherland's (2000) research did not find support for the relationship between organizational commitment and tenure (Bull, 2005).

#### **Educational Level and Organizational Commitment**

Luthans et al. (1987); Mowday et al. (1982); Vorster (1992) generally indicates an inverse relationship between organizational commitment and an individual's level of education; however, the results are not unequivocal (Bull, 2005). The research (Mathieu and Zajac (1990) indicated that there is a low negative correlation with OC. However, other research has provided inconsistent and contradictory results.

The negative relationship may result from the fact that more educated individuals may also be more committed to their profession. As a result, it would become difficult for an organisation to compete successfully for the psychological involvement of these employees (Mowday et al., 1982).

#### **Job Scope and Organizational Commitment**

Mowday et al. (1982) findings have supported the idea that an increased job scope concurrently increases an individual's challenge and responsibility to the organization which leads to increased organizational commitment

towards the organization. Research on the contrary by Meyer and Allen (1997) found a negative relationship between organizational commitment and job scope.

According to Beckhoff (1997) examined the relationship between employee commitment and job scope and also found a consistently significant correlation between organizational commitment and job scope (Jeanne Theron, 2010).

#### **Psychological Capital and Affective Commitment**

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., 2012).

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).

Youssef and Luthans (2007) determined that employees who display higher levels of hope, optimism and resilience were found to be more satisfied and committed.

#### **Perceived Organizational Support and Affective Commitment**

There are studies examining the relationship between perceived organizational support and organizational commitment. In these studies, perceived organizational support is an important factor in revealing organizational commitment.

The relationship between perceived organizational support and affective commitment is explained by social identity theory. Social identity theory suggests that employees remain loyal when they feel their organizations value and appreciate them (Colakoglu et al., 2010). According to social identity theory, when people think that their

organization appreciates and values them, this is an indication of organizational respect for them. This is can be interpreted as a form of organizational support (Uçar and Ötken, 2010).

A longitudinal panel study by Rhoades, Eisenberger and Armeli (2001) found that POS influenced affective commitment and that affective commitment did not influence POS (Aselage and Eisenberger, 2003).

Rhoades and Eisenberger's (2002) meta-analysis covered some 70 POS studies carried out through 1999, and over 180 studies have been performed since. The research literature indicates that POS is positively related to a number of outcomes favorable to both the organization and the individual namely conscientiousness in carrying out conventional job responsibilities, organizational commitment and job satisfaction. Therefore the level of POS of employees needs to be constantly reviewed to ensure favorable outcomes to the organization which ultimately leads to profitability (Krishnan and Mary, 2012).

#### **Job Satisfaction and Affective Commitment**

Job satisfaction is generally considered to be a response regarding a specific job or several facets of that job whereas; commitment is more global reaction towards an organization (Karim and Rehman, 2012). The association between job satisfaction and organizational commitment is also explored in several professions. Majority of these studies regardless of the professions established a positive significant relationship between them. It is typically assumed that job satisfaction will lead to organizational commitment (Paik et al., 2007). This assumption is based on the logic that the more satisfied employees are with their jobs, the more likely they are to develop the necessary attachment to the organization and develop a stronger commitment (Paik et al., 2007).

In a meta-analysis of studies that examined antecedents of organizational commitment, Mathieu and Zajac found that the average correlation between job satisfaction and commitment was 0.59. This high correlation indicates that job satisfaction is a strong

predictor of commitment for employees in various types of industries and work environments (Sikorska-Simmons, 2005).

Research results indicate that satisfied employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization (Lumley et al., 2011).

Kovach maintained that "job satisfaction is recognized as a component of organizational commitment", while other researchers have clearly stated that job satisfaction is a predictor of organizational commitment (Sheik et al., 2012).

#### **Hypotheses and Conceptual Framework**

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

**H<sub>1</sub>:** Employee characteristic (Age, marital status, education level, job tenure and position) will significantly predict affective organizational commitment.

**H<sub>2</sub>:** POS will significantly predict organizational commitment of the workers.

**H<sub>3</sub>:** PsyCap will significantly predict organizational commitment of the workers.

**H<sub>4</sub>:** Job satisfaction will significantly predict affective organizational commitment.

#### **RESEARCH METHOD**

##### **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 234 official employees from various departments including supervisory and non-supervisory were selected using stratified random sampling.

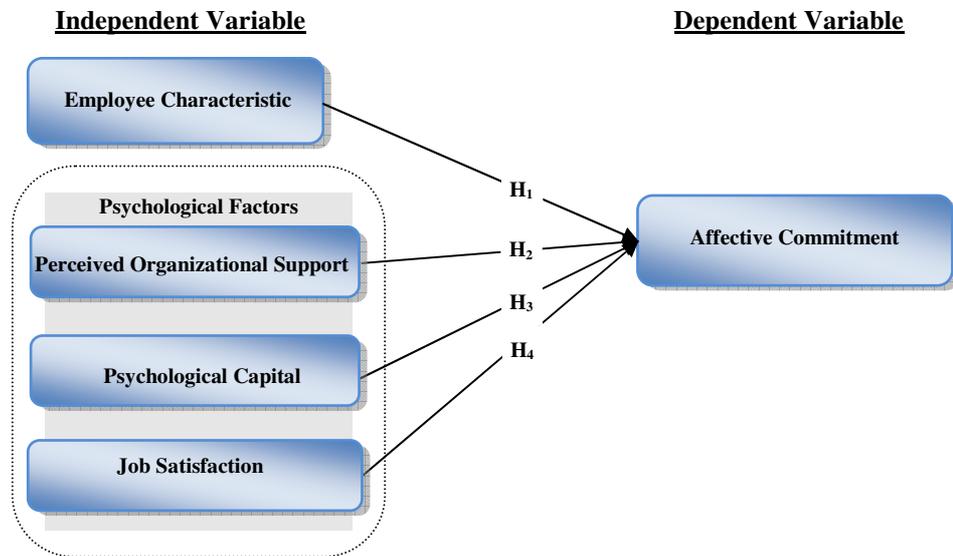


Figure 1: Hypothesized theoretical framework

### Description of Instruments

In this study the information was collected through self-administered questionnaires distributed personally to the subjects by the researcher. 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. The questionnaire was consisted 34 questions. Four measures were used in the survey, to include: (1) Perceived organizational support, (2) Psychological capital (3) Job Satisfaction and (4) Affective Organizational Commitment.

### Psychological Capital Questionnaire (PCQ)

The Psychological Capital Questionnaire (PCQ), also referred to as the PCQ-24, was constructed by Luthans et al. (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.

**Table 1: Description of demographic characteristics of the respondents**

Factor	Frequency	Percent
<b><u>Gender</u></b>		
Male	225	96.2
Female	8	3.4
Missing	1	0.4
Total	234	100.0
<b><u>Marital Status</u></b>		
Married	190	81.2
Single	43	18.4
Missing	1	0.4
Total	234	100.0
<b><u>Educational Level</u></b>		
Guidance	1	0.4
Diploma	40	17.1
Associate of Art	28	12.0
Bachelor	116	49.6
Master	45	19.2
Doctorate	3	1.3
Missing	1	0.4
Total	234	100.0
<b><u>Job level</u></b>		
Middle Manager	8	3.4
Supervisor Level	44	18.8
Senior Expert	31	13.2
Expert	90	38.5
Technician	36	15.4
Administrative	9	3.8
Other	16	6.8
Total	234	100.0
<b><u>Age</u></b>		
21-25	11	4.7
26-30	52	22.2
31-35	49	20.9
36-40	14	6.0
41-45	55	23.5
46-50	35	15.0
51-55	11	4.7
>55	6	2.6
Missing	999	1
Total	234	100.0
<b><u>Experience</u></b>		
<1	7	3.0
1-5	53	22.6
6-10	50	21.4
11-15	17	7.3
16-20	23	9.8
21-30	75	32.1
>30	8	3.4
Missing	999	1
Total	234	100.0

**Data Analysis Technique**

The present study is an applied research. For analysis of closed-ended questions, a computer program called Statistical Package for Social Sciences (SPSS) was used. At first descriptive statistics (result have been shown in table 1 and 2) was used to study the characteristic of

statistical sample. To measure the reliability, Chronbach's alpha value was applied. Perceptive statistics such as Beta ( $\beta$ ), meaningful level test in regression were used for analyzing the questionnaire.

Table 1 shows the demographics data of the staffs (96.2%) were men and the lowest percentage of the staffs (3.4%) were female. (81.2%) of the personnel were married and (18.4%) were single and (40.8%) with BA were the highest educational level group. Most of the staff (32.1%) has working background of about 21-30 years and lowest rate (3%) belonged to personnel with less than 1 years of work experience.

**Reliability of the Test**

The questions and Chronbach’s alpha values for all constructs are summarized in table 2, as well as provided here. The highest Cronbach’s Alpha coefficient for the affective commitment

samples. Results of this study show that most of scale is 0.92.

**RESULTS AND DISCUSSION**

The model summery table shows that the predictors can explain 0.677% of the variance in affective commitment. R is 0.829, which shown the correlation of independent with dependent variables. R square is 0.688. It means that approximately 68% of affective commitment variance can be explained by collection of independent variables. Adjusted R Square is 0.677, F value is 61.987 and sig<0.000 so, the regression model can explain the changes of dependent variable.

**Table 2: Reliability statistics**

	Statements	Mean	Variance	Std. Deviation	Cronbach alpha
Perceived Organizational Support Survey	1. The organization strongly considers my goals and values.	20.53	40.62	6.37	0.90
	2. Help is available from the organization when I have a problem.				
	3. The organization really cares about my well-being.				
	4. The organization would forgive an honest mistake on my part.				
	5. The organization would grant a reasonable request for a change in my work in conditions.				
	6. The organization cares about my opinions.				
	7. If the organization earned a greater profit, it would consider increasing my salary.				
	8. The organization wishes to give me the best possible job for which I am qualified.				
Psychological Capital Survey	1. I feel confident in representing my work area in meetings with management.	36.78	46.25	6.80	0.77
	2. I feel confident helping to set targets/goals in my work area.				
	3. If I should find myself in a jam at work, I could think of many ways to get out of it.				
	4. At the present time, I am energetically pursuing my work goals.				
	5. Right now I see myself as being pretty successful at work.				
	6. I usually manage difficulties one way or another at work.				
	7. I can get through difficult times at work because I've experienced difficulty before.				
	8. I feel I can handle many things at a time at this job.				
	9. I always look on the bright side of things regarding my job.				
	10. I'm optimistic about what will happen to me in the future as it pertains to work.				
Job Satisfaction Survey	1. I feel I am being paid a fair amount for the work I do.	2.29	42.59	6.52	0.88
	2. When I do a good job, I receive the recognition for it that I should receive.				
	3. I like the people I work with.				
	4. Communications seem good within this organization.				
	5. The benefits we receive are as good as most other organizations offer.				
	6. I like doing the things I do at work.				
	7. I feel a sense of pride in doing my job.				
	8. I am satisfied with my chances for promotion.				
Affective Organizational Commitment Survey	1. I would be very happy to spend the rest of my career with this organization.	24.59	64.78	8.04	0.92
	2. I enjoy discussing my organization with people outside it.				
	3. I feel like part of the family at my organization.				
	4. I feel emotionally attached to this organization.				
	5. I feel a strong sense of belonging to my organization				
	6. I really feel as if these organizations problems are my own.				
	7. This organization has a great deal of personal meaning for me.				
	8. I am proud of Oil Refining Company.				

**Table 3: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.829 <sup>a</sup>	0.688	0.677	4.57561	0.688	61.987	8	225	0.000

a. Predictors: (Constant), Job Satisfaction, Personnel Background, Psychological Capital, Perceived Organizational Support

**Table 4: ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	10382.137	8	1297.767	61.987	0.000 <sup>b</sup>
	Residual	4710.653	225	20.936		
	Total	15092.791	233			

Predictors: (Constant), Job Satisfaction, Personnel Background, Psychological Capital, Perceived Organizational Support

b. Dependent Variable: Affective Organizational Commitment

According to the value of statistics, F of variance analysis is 61.987 and significance level is 0.000 and comparing it with 0.05 ( $p < 0.05$ ) indicates that the present regression model is significant.

**Regression Analysis and Hypothesis Testing**

For testing the hypothesis of study, we used multiple regression analysis. Based on Beta coefficient column, job satisfaction has the better predictor of affective commitment. The second influential factor on affective commitment was psychological capital with Beta coefficient of 0.0184, which shows effective commitment increase approximately by 1.80% due to psychological capital. Finally perceived organizational support has the least effects ( $\beta = 0.130$ ). The significant levels of these variables (job satisfaction, psychological capital, and perceived organizational support) were less

than 0.05, it can be concluded that their influence on affective commitment is supported. With considering Beta coefficient column and the significant levels of Employee characteristic which was higher than 0.05, therefore employee characteristic could not predict effective commitment.

**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. 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.

**Table 5: Coefficients<sup>a</sup> between variables**

Model	Unstandardized		Standardized	t	Sig.	Correlations		
	Coefficients		Coefficients			Zero-order	Partial	Part
	B	Std. Error	Beta					
(Constant)	6.767	2.397		-2.823	0.005			
Employee Characteristic	0.382	0.202	0.074	1.886	0.061	0.077	0.124	0.071
Perceived	0.165	0.072	0.130	2.287	0.023	0.658	0.151	0.085
Organizational Support								
Psychological Capital	0.218	0.055	0.184	3.980	0.000	0.578	0.256	0.148
Job Satisfaction	0.726	0.078	0.589	9.272	0.000	0.798	0.526	0.345

a. Dependent Variable: Affective Organizational Commitment

## CONCLUSION

**Table 6: Results of hypotheses**

Hypothesis	Result
H <sub>1</sub> : Employee characteristics (Age, Marital status, Education, Experience and Organizational position) will significantly predict organizational commitment of the workers.	<b>Rejected</b>
H <sub>2</sub> : POS will significantly predict organizational commitment of the workers.	<b>Supported</b>
H <sub>3</sub> : PsyCap will significantly predict organizational commitment of the workers.	<b>Supported</b>
H <sub>4</sub> : Job satisfaction will significantly predict affective organizational commitment.	<b>Supported</b>

Results obtained from the inferential statistics ascertain the prediction of affective commitment via job satisfaction, psychological capital and perceived organizational support.

Therefore, on the basis of the results (H<sub>2</sub>; H<sub>3</sub> and H<sub>4</sub> were accepted). Whereas, employees' characteristics (age, marital status, education level, tenure and job level) could not significantly predict affective organizational commitment (H<sub>1</sub> was rejected).

In collectivist societies, employees commit to organizations primarily due to their ties with managers, owners, co-workers (collectivism), and much less due to the job itself or the particular compensation scheme (individualistic incentives) (Noordin et al., 2012).

This explanation can support the rejection of the first hypothesis, so it is important organizational/ industrial or counseling psychologists and managements to design staff development programs to incorporate fostering of psychological factors among the workers. Significant relationship between organizational commitment and job satisfaction, psychological capital and perceived organizational support indicate that lack of these variables may also reduce organizational commitment.

As the satisfied employees tend to be more loyal to their organizations and retain a positive attitude towards their jobs, therefore, they are unlikely to change their jobs and consider their existing job better than the other ones. Supervisors and managers of the organization

should ensure that employees have a high level of job satisfaction in order to resultantly have a high level of organizational commitment.

Having committed personnel is the desire of all organization; therefore fostering support bases among personnel fill the financial and socio-emotional gaps. In the supportive environment individuals' attempts are leaded toward one direction and employees unconsciously involved themselves in the organizational goals. Running of authentic communications base on social exchange theory accelerates organizational development. In the same way employees feel that subject to the fair treatment from their organization, they tend to be more devoted to their organization. The policies, procedures and implementation should be just and unbiased. Employees should be briefed regularly regarding the existing procedures and their implementation techniques. The employees having confidence in the fairness of organizational policies, its implementation procedures would result in greater organizational commitment. Organization managements should provide necessary facilities, conductive organizational climate and take actions that cater for the welfare of the workers to improve organizational commitment.

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. According to Chang (1999), company-provided training might affect the psychological states of employees. When employees believe that the company is doing a good job of providing proper training, they feel that the company is concerned with improving their skill and ability, making them attached to their company (Dockel et al., 2006).

In the oil company supervisors should spend reasonable and intensive time with their employees through supportive activities to retain their employees. When personnel perceived themselves as key agent in the company, this can

be an effective measure for reducing the pressures of work environment and to be expected to have more satisfied and committed personnel in the workplace.

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