

## Optimism Promotes Organizational Commitment

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### ABSTRACT

Optimism is not just faith, but rather the ability to channelize one's own capabilities, towards building a brighter future. It is a very positive force in the workplace. Optimists may be motivated to work harder; be more satisfied and have high morale, high levels of aspiration and set stretch goals persevere in the face of obstacles and difficulties and make attributions of personal failures and setbacks as temporary, not as personal inadequacy whereas, Organizational commitment is the unique bond employees experience with the work place and Organization. The present study measures the relationship between optimism and organizational commitment among employees of private sector. For this purpose two scales were used, the Life Orientation Test given by Scheier (1985) and Organizational Commitment Scale by Upinder Dhar, Prashant Mishra & D.K Srivastava (2002). The results indicate significant relationship between optimism and organizational commitment.

**Keywords:** *Optimism, Organizational commitment, Aspiration, Attributions*

Commitment means a dedication/obligation to a cause or any other people. A person's work commitments are basically obligatory duties that they must perform for their job/organization. It usually evokes a strong sense of intention and focus.

Organizational commitment refers to the organization's member's psychological attachment towards the organization. It plays a very large role in determining whether a member will stay with the organization and zealously work towards organizational goals. A prominent theory in organizational commitment is the 3-component model (or TCM). The model argues that organizational commitment has three distinctive components which are affective commitment, continuance commitment and normative commitment.

Affective commitment is the employees' emotional attachment towards his/her organization. High level of affective commitment indicates that the employee enjoys his/her relationship with the organization and is likely to stay with the organization for longer period of time.

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## Optimism Promotes Organizational Commitment

They stay because they want to stay. Continuance commitment is the degree with which the employee believe that leaving the organization would be costly. High level of continuance commitment, the employee will stay with his/her organization because they feel that they must stay. For example, one may feel quitting the job may lead to an unacceptable length of unemployment. On the other hand, one may feel that they will lose a certain degree of status if they leave a well-respected organization such as a top law firm or research company. Normative commitment is the degree to which the employee feels obligated to the organization or believe that staying is the right thing to do. Here, the employee believes that he/she ought to stay. The commitment profile includes the interaction between these three major components. The three components have major effect or significant effect on retention, work performance as well as member well-being. There are negative aspects also in the interaction between affective, normative as well as continuance commitment. Low affective, continuance, and normative commitment increases the likelihood that a member will leave the organization.

Job commitment is basically the feeling of responsibility that a person has towards the mission and goals of an organization. When an individual has job commitment, he or she is more likely to perform tasks and responsibilities that will help an organization achieve a goal. As an employee, it is important for an individual to identify and get to know his/her own strengths and weaknesses. When an individual uses his/her strengths, they do the best work that provides immense satisfaction. Using your strengths every day improves work as well as provides life satisfaction.

There are several factors which effect the commitment towards the organization. Some of the factors are:-

1. Belief in and acceptance of organizational goals and values.
2. The desire to continue membership in the organization.
3. Highly optimistic in nature
4. Organizational rewards (monetary and non-monetary)
5. Support received from supervisor
6. Provision of opportunities for the development of career
7. Organizational support for family
8. Favourable job conditions are related
9. Workplace values.
10. High degree of autonomy and the absence of close supervision
11. Increase in perceived control strengthens emotional bonds with an organization.
12. Effective voice of HR in strategy making
13. Supportive business strategies.
14. Job design and team work
15. Age
16. Marital status

## **Optimism Promotes Organizational Commitment**

Committed employees are increasingly becoming a valued asset in organizations. No organization in today's competitive world can perform at peak levels unless each employee is committed to the organizations objectives and works as an effective team member (University of Pretoria etd-Coetzee, 2005).

Commitment according to (Jaw and Liu, 2004) is not only a human relation concept but involves generating human energy and activating the human mind. Without commitment, the implementation of new ideas and initiatives will be compromised. (John and Elyse, 2010) Commitment has also been defined as a psychological state that binds the individual to the organization (John, Meyer and Elyse, 2010). This binding force can be experienced in different ways that can be accompanied by different mindsets including: an affective attachment and involvement with the target, a felt obligation to the target, and an awareness of the costs associated with discontinuing involvement with the target (Boxall and Macky, 2009).

The word optimism has its origin from a Latin word *optimus* which means "best". It basically describes as well as states that an optimistic person always looks for the best from any situation and expects that good things will happen no matter what. Optimistic people always have a tendency to believe, expect as well as hope that things will turn out well in every event or situation. For example if there is a loss of job, an optimist sees the silver lining. That person will automatically think that getting laid off was the catalyst that allowed him/her to start up his own business or self-employment. His/her mind was already whirling with the possibilities ahead. So for him/her losing the job was a positive situation/event.

Optimism is a positive thinking that says that an individual is responsible for their own happiness and they belief that more good things will happen to them. Positive psychology is a field which has emerged rapidly. It studies the positive impact that optimism has on mental health. It is an emotional as well as psychological perspective towards life. Major focus is on the positive side and expectation of best outcome from every situation. An optimistic person is one who sees the glass as 'half-full' instead of 'half-empty'.

Researchers have linked optimism with high levels of engagement coping and low levels of avoidance or disengagement coping. Optimism is also associated with taking proactive steps to protect one's health as well as related to indicators of better physical health. Optimistic people contribute to the socioeconomic world, have persistence in educational efforts as well as to higher later income, have very good relations with others and have good coping strategies (less engagement in avoidance). There are rare cases where optimism fails to convey an advantage but may convey a disadvantage.

Optimism highly influences the quality of life of an individual. Researchers have stated that optimistic people reflect a very high quality of life. It significantly influences mental and physical well-being by the promotion of a healthy lifestyle as well as by adaptive behaviours and cognitive responses, associated with greater flexibility, problem-solving capacity and a more efficient elaboration of negative information.

## **Optimism Promotes Organizational Commitment**

Organizational commitment measures how an employee identifies with an employer and whether the employees are willing to use extra effort to remain committed to an organization (Mowday et. al, 1979). Researches have indicated that the antecedents of organizational commitment include the demographic variables of age, educational levels, job position, working experience, job characteristics, personality traits and self efficacy. Personality traits like optimism and organizational commitment are correlated.

Commitment means employees dedication towards achieving a particular task effectively and efficiently. An employees loyalty to the organization, willingness to exert effort on behalf of the organization, associated with the acceptance of the organization's goal and values and desire to maintain membership. A worker's feeling and attitudes about the entire work organizations is also a part of commitment.

Organizational commitment predicts work variables such as turnover, organizational citizenship behaviour and job performance. Some of the factors such as role stress, empowerment, job insecurity and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. Organizational commitment can be contrasted with other work related attitudes such as job satisfaction and organizational identification.

There are three stages of organizational commitment. First stage is the compliance stage in which the employee accepts the influence of others mainly to benefit from them, through remuneration or promotion. At this stage, attitudes and behaviours are adopted not because of shared beliefs but simply to gain specific rewards. The nature of organizational commitment in the compliance stage is associated with the continuance dimension commitment, where the employee is calculative with the need to stay in the organization when evaluating the rewards. This implies that this stage employees stay in the organization because of what they receive. The second stage is the identification stage. Identification occurs when employees accept the influence of others in order to maintain a satisfying self defining relationship with the organization. Employees feel proud to be a part of the organization, they may regard the roles they have in the organization as part of their self identity. It based on the normative dimension. The individual stay because he or she should and is guided by a sense of duty and loyalty towards the organization. The third stage is the internalization stage which takes place when the employees find the values of the organization to be intrinsically rewarding and congruent with his or her personal values. It is bases on the affective dimension. The employee at this stage develops not only the sense of belonging to the organization hence the commitment is based on a 'want to stay' basis. The value of the individual are therefore congruent with those of the group and the organization.

Workplace optimism facilitates stronger relationships within the context of an encouraging work environment that is viewed positively by employees and management. A dominant belief is that hard work leads to greater possibilities for the employee, the team and even the organization, and its customers. Employees believe they are a contribution and that their work matters. Workplace optimism addresses the absence of hope and possibility in our workplaces today.

## Optimism Promotes Organizational Commitment

Whether it's our frustration with corporate scandals, overpaid executives who deliver underwhelming results, or trends like the emerging skill gap problem in corporations, a constant message of scarcity has depleted employees' hopes and aspirations – personally and professionally. While senior managers scurry to address business issues or opportunities that tie neatly to the balance sheets, workforce problems are put aside as “someday projects.” As I mentioned earlier, the dismal mood in our organizations can't wait for senior managers to do something. I present to all managers a choice: let low engagement scores and poor job satisfaction numbers continue to erode productivity or act now and do something about the problem.

There is no doubt that being optimistic can be very helpful in achieving your career goals, but studies have also shown there are also clear links between optimism and our health, wealth and well-being.

Optimism allows us to learn from failures, pick up the pieces and move on to something greater. The greatest business ideas, and times in life, can be born from failure. Optimism, however, opens us up to new ideas, new experiences and new possibilities. It frees us up to consider new options and change our businesses, and lives, for the better. It helps us look to the future and create expansive, evolving realities. In a study of more than 5,100 adults, researchers from the University of Illinois found that those who were the most optimistic were 76 percent more likely to have health scores in an ideal range. In addition, optimists had significantly better blood sugar and cholesterol levels, exercised more, and had healthier body mass indexes, and were less likely to smoke than pessimists. Attitude is everything. Optimistic leaders can help motivate and engage their employees. A positive team will be driven to accomplish goals and work together to move things forward. There is no better alternative to optimism. Pessimism doesn't achieve much, and doesn't have any benefits over optimism. Being optimistic obviously doesn't mean seeing rainbows 24-7. Everything won't always be great. But optimism helps us see new opportunities, learn from different situations, and keep moving. In life, movement and growth is essential, which optimism helps us achieve.

### *Origin*

The recognition of relevance of Organizational Commitment and Optimism is not new. Same can be validated by some researches done in the past.

Becker, et.al (1960) referred, commitment to occupation, as that if, for instance, a person refuses to change his job, even though, the new job offers him a high salary and better working conditions, one thing that will come to our mind that his decision is the result of his commitment towards his work. It is a process through which individual's interests become attached to carrying out socially organized patterns of behaviours which are seen as fulfilling those interests and as expressions of the nature/ needs of the person (Kanter 1968). Organizational commitment is the process by which the goals of the organizations and those of the individual become increasingly integrated and congruent (Hall, Scheider and

## Optimism Promotes Organizational Commitment

Nygren1970). Organizational commitment is an attitude or an orientation towards the organizations. It links or attracts the identity of the person to the organizations (Sheldon 1971).

Gupta, et.al (1971) in their study gave emphasis on the relation between researcher and the supervisor when studying commitment level of scientist towards their organizational goals. Harmonious relation between the researcher and the supervisor increases the level of commitment. Recognition also plays an important role. People with both high experience and low experience need recognition to maintain their commitment level to organization goals. Commitment is an enthusiast, affective attachment to the goals and values of the organization, to one's role in relation to goals and values of, and to the organization for its own sake, apart from its instrumental worth. (Buchanan 1974).

Steers, et.al (1977) in his study tested a preliminary model concerning the antecedents and outcomes of employees committed to organization. It was found that for both samples i.e. 382 hospital employees and 119 scientist and engineers, personal characteristics, job characteristics, and work experiences influenced commitment. Performance was unrelated to commitment. Personal characteristics refer to the personality traits of a person. In an organization personality traits like good communication skills, honesty, technical competency, work ethic, determination, eagerness, problem solving skills as well as establishing good relations with the co-workers are essential.

Raju, et.al (1986) examined the organizational commitment in relation to certain job attributes. The study indicated that job involvement has significance relation to the company's satisfaction but not significantly related with organizational commitment. Organizational commitment was significantly related to company satisfaction and with the intrinsic motivation. The study has suggested that employees who are satisfied with a company may develop commitment to the organization and vice-versa.

Mottaz (1987) investigated the interrelationship between individual characteristics, work rewards, work satisfaction and organizational commitment. The sample of 1,385workers representing a variety of occupational groups was analyzed. The study suggested that individual characteristics have very little impact on either satisfaction or commitment, while work reward is found to be better predictors of satisfaction than commitment. Further indicated that satisfaction and commitment have reciprocal effects, however, it appeared that satisfaction has a significantly greater effects on commitment than the reverse.

Balaji (1988) in his study on organizational commitment of job satisfaction which explains intent to quite better found that organizational commitment contributes to intent to quit and job satisfaction. It was found that intentions to quit strongly negatively related to the organizational commitment and job satisfaction.

## Optimism Promotes Organizational Commitment

Somers (1995) used a three component model of organizational commitment to study job withdrawal intentions, turnover and absenteeism. Affective commitment emerged as the most consistent predictor of these variables and was only view of commitment related to turnover and to absenteeism. In contrast, normative commitment was related only to withdrawal intentions while no direct effects for continuance commitment were observed. Continuance commitment, however, interacted with affective commitment in predicting job withdrawal intentions and absenteeism.

Sharma (1997) evaluated organizational commitment and its determinants in a private sector manufacturing organization with a sample of 200 respondents from skilled workers, resulted that both situational and personal factors contribute to workers' commitment to organization. Between the two, situational factors contribute more to commitment than do person-related factors. Organizational characteristics (i.e. adequacy of resources) and two task characteristics (i.e., task difficulty and task ambiguity) are important determinants of organizational commitment.

### LITERATURE REVIEWS

Tripathi, et.al. (2000) examined the components of organizational culture and its relationship with organizational commitment in 10 different organizations (five each in public and private sectors) of an industrial city in northern India with a sample of 200 respondents from lower and middle level managers, found two dimensions of organizational culture , participative and manipulative. In manipulative culture the goal is attainment by hook or by crook. On the other hand, in a participative culture the goal is self-actualization in harmony with others. It may be assumed that if an organization develops participative culture then its members will feel involved too, on the other hand if an organization has the quality of manipulative culture people will be loyal toward the organization, but this loyalty in the lack of total involvement, cannot lead the organization to the path of success. Loyalty without identification and involvement puts a question mark on the guarantee of success for the organization.

Reddy, et. al. (2000) in their study organizational climate and dual commitment in private and public sector enterprise focused on examine the workers' dual commitment- both organizational and union commitment- in the context of organizational climate. The study was conducted in four public and four private textile organizations of Coimbatore by interviewing 200 respondents. The study revealed that organizational climate has an important role in determining organizational commitment and not union commitment.

Sharma and Joshi (2001) designed a study to focus on organizational characteristics as predictors of organizational commitment among managerial employees. They found executives are, by and large, quite satisfied being members of that organization. Out of the 14 organizational characteristics examined only two, i.e. performance appraisal and job content, have emerged as the best predictors of organizational commitment.

## **Optimism Promotes Organizational Commitment**

Goulet and Frank (2002) conducted a research to investigate organizational commitment across public and private sectors of different business organization and agencies. They found that private sector workers were the most committed ones while public sector employees have lowest levels of organizational commitment to their organizations.

Kassahun (2005) explored level of organizational commitment in selected organizations in Delhi and revealed that all the organizational practices and personal characteristics (except education) established a direct association with organizational commitment. Of these, perceived job autonomy, procedural justice, organizational support and employee age came out as most important predictors of organizational commitment. It was further observed that employees seem to value most freedom in connection to their job followed by procedural fairness, continuous support from management desk, and equity in the distribution of work-related outcomes.

Poon, et.al., (2006) tested a model of trust-in-supervisor that included propensity to trust and supervisor attributes as antecedents and affective organizational commitment. The result showed that supervisor ability, benevolence, and integrity as well as employees' propensity to trust were positively associated with trust-in-supervisor. Trust-in-supervisor, in turn, predicted employees' affective organizational commitment but did not have any influence on their willingness to help co-workers.

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

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

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

## Optimism Promotes Organizational Commitment

Pala, et. al., (2008) in their study entitled the effects of demographic characteristics on organizational commitment and job satisfaction: an empirical study on Turkish health care staff, explored the relationship between organizational commitment, job satisfaction and demographic characteristics. It was found that organizational commitment level of men health care staff was higher than woman health care staff and organizational commitment scores of health care staff who had technical school were lower than health care staff that had university degree and master degree or above degree. Further, it was found that organizational commitment, general satisfaction and interior satisfaction scores of private hospital were higher than public hospital and exterior satisfaction scores of health care staff who had been working under 1 year and between 11-15 years in profession and institution were higher than health care staff who had been working for more than 16 years.

Nammi and Nezhad (2009) in a study focused on investigating the existence of relationships between components of psychological climate and teachers commitment highlighted that teachers' perception of aspects of the work psychological climate such as autonomy, cohesion, trust, support, recognition, fairness and innovation has a strong influence of commitment to school, commitment to teaching occupation, to teaching work and commitment to work group.

Tamini and Khan (2009) undertook a study to ascertain the relationship between job satisfaction, organizational commitment, personality type and self-concept. The results showed that organizational commitment and self-concept explained 21.5 percent of variance of job satisfaction in total sample. Organizational commitment was the first important predictor and self-concept and personality type were respectively the second and third predictor variables for job satisfaction. Also, organizational commitment and self-concept explained 10.2 percent of variance of job satisfaction. Altogether the results showed that organizational commitment was a significant predictor for job satisfaction, but self-concept had low level relationship than organizational commitment and personality type was not a predictor for job satisfaction.

Ponnu and Chuah (2010) in their study organizational commitment, organizational justice and employee turnover in Malaysia investigated the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. The study based on the responses of 172 employees of Malaysia and found that both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention. Further, found significant, strong and positive relationship between organizational justice and organizational commitment. On other hand, there was a significant, strong and negative relationship between organizational justice and turnover intention.

Aydin, et.al. (2011) in a study titled the effect of gender on organizational commitment of teachers a meta analytical analysis proposed to determine the effect of gender on organizational commitment of teachers and fifteen master and doctorate these done between

## **Optimism Promotes Organizational Commitment**

2005-2009 were analyzed using meta-analysis. It was found that the effect of gender is in the favour of males. Further, it was revealed that male teachers can adopt the norms and values of the organizations easier than the female teachers.

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

Padala (2011) during a study on employees' job satisfaction and organizational commitment in Nagarjuna Fertilizers and Chemical Limited, India found the overall satisfaction level of employees is fairly high. The greater satisfaction level of employees appears to be more as a function of good social and culture background of employees. Further, results showed that the employees as inclined positively in their commitment to organization. Age, education, nature of job, and income have negative relations with respondents' job satisfaction as well as organizational commitment.

Sowmya and Panchanatham (2011) in a study on organizational commitment identified the factors influencing organizational commitment of banking sector employees in Chennai. The researcher found that in banks, organizational commitment depends upon the optimistic and affirmative commitment of the employees. It shows a positive signal of the employees revealing the commitment and attachment of employees to the organization. It was also found that the bank employees are enthusiastic in reflecting their continuance commitment in their work environment to provide maximum service to their customers. The organizational commitment of the bank employees is also emphasized through their normative commitment to their organizational goals. It has been assumed by organizational behaviour research that individuals who express high commitment in their jobs are likely to be more productive, have higher satisfaction and have less likely to resign than employees with low commitment.

Madi, Jarad, and Alqahtani (2012) examined the impact of perceived job satisfaction, perceived job characteristics, perceived organizational characteristics and role perception on three dimensions of organizational commitment namely affective commitment, continuance commitment and normative commitment of employees of the banks in Gaza, Palestine. The results showed that the employees of the banks in Gaza were quite affective and continuous committed and less normative committed. Further, regression analysis result showed that perceived job satisfaction, perceived job characteristics, and perceived organizational

## Optimism Promotes Organizational Commitment

characteristics were found positive significant correlated with affective commitment and role perception was not found significantly correlated to affective commitment. The result also showed that only perceived job satisfaction was found positive significantly correlated with continuance commitment and only perceived organizational characteristics and role perception were found to have a significantly positive correlation with normative commitment.

Mangaleswaran and Srinivasan (2012) compared organizational commitment of employees in public sector banks (PSBs) in India and Sri Lanka. The result revealed that employee commitment differs between PSBs in India and PSBs in Sri Lanka. The Indian PSBs employees are more committed to their Banks than their counterparts. This may be due to the demographic variables such as age, gender, marital status, academic qualifications and tenure etc.

Khalili and Asmawi (2012) in their study titled appraising the impact of gender differences on organizational commitment: empirical evidence from a private SME in Iran investigated the impact of gender differences on organizational commitment in a private small and medium enterprise (SME) company in Iran. The results revealed that men and women have the same level of affective commitment, continuance commitment and overall organizational commitment but women have a greater level of normative commitment than men within the SME.

Ayyappan and Vadivel (2013) examined the level of stress faced by bank employees who are under different categories from the public and private sector selected banks of Tamilnadu. The study clearly found that there is significant relationship between type of banks, gender, age education, marital status, length of services, job role, family type of the respondents and impact of occupational stress. The study revealed that employees of public sector banks, employees under the age group of 31-40 years, employees who had the educational degree of ICWA/CA, length of services under the 5 years, working in remittance section and managers faced high level of stress.

## **METHODOLOGY**

### *Aim*

The aim of the research is to study the relation between optimism and commitment level of the employees in an organization

### *Objective*

The objective is to find out the relation between optimism level and the commitment level of employees in an organization.

### *Hypothesis*

There will be positive relationship between optimism and level of organizational commitment.

## Optimism Promotes Organizational Commitment

### *Sample*

A sample of 100 participants including both male and female were taken. The sample in the study is purposive – cum –incidental.

Inclusion Criteria- employees within age range of 25 to 35 from private organizations

Exclusion criteria- employees from public organization and semi-public organization

### *Description of the tools*

S.NO.	Name of the test	Author	Year	No. of Items
1.	Life Orientation Scale (R)	Scheier Crarver	1985	10
2.	Organizational Commitment Scale	UpinderDhar, Prashant Mishra &D.K Srivastava.	2002	8

**Organizational Commitment Scale-** The reliability co-efficient of the whole scale was found to be 0.6078. According to Garret (1981), the index of reliability is sometimes taken as a measure of validity. The index of reliability of this scale is as high as 0.7796. It is thus reasonable to assume that that O.C.Scale yields data that are scientifically as accurate as is possible and the scale is acceptably valid.

**Life Orientation Test- R-** Life Orientation Scale (revised) is a revised version of the original LOT by Scheier and Crarver. Life Orientation Test (R) is a ten item measure of optimism as well as pessimism. In the questionnaire, three items measure optimism, three items measure pessimism and four items serve as fillers. Test-retest correlations were .68, .60, .56 and .79. The scale had high construct validity.

### *Procedure*

For the conduction of research, Organizational Commitment scales as well as Life orientation scale were administered on hundred employees of private organization. The sample in the study is purposive – cum –incidental. The instructions regarding both the scales were made clear. The doubts were also cleared if the participants had any. Finally the data was put into excel sheet and the result was analyzed. The mean standard deviation as well as the co-relation was analyzed and interpreted.

### *Statistical Analysis*

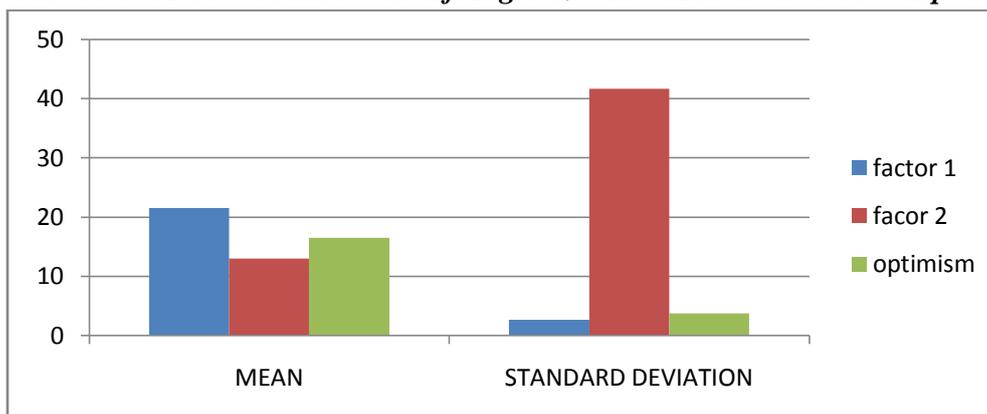
After conducting the research, the data was put for statistical analysis. In the first step mean and standard deviation was put under investigation then co-relation was used to analyse the obtained results.

**RESULTS**

*Table 1: Mean and Standard Deviation of Organizational Commitment and Optimism*

SNO.		MEAN	STANDARD DEVIATION
1	<b>Organizational Commitment (Factor1:Concern for the organization)</b>	21.59	2.70
	<b>Organizational Commitment (Factor2:Identification for the organization)</b>	13.06	1.72
2.	<b>Optimism</b>	16.53	3.80

*Graph 1:Mean and Standard Deviation of Organizational Commitment and Optimism*



*Table 2: Correlation Between optimism and organizational commitment*

		Factor1	Factor2	Optimism Level
Factor1	Pearson Correlation	1	.514**	.271**
	Sig. (2-tailed)		.000	.006
Factor2	Pearson Correlation	.514**	1	.429**
	Sig. (2-tailed)	.000		.000
Optimism Level	Pearson Correlation	.271**	.429**	1
	Sig. (2-tailed)	.006	.006	

\*\*correlation is significant at the 0.01 level (1-tailed)

\*correlation is significant at the 0.005 level (1-tailed)

Factor 1 =concern for the organization

Factor 2 =identification for the organisation

**DISCUSSION**

This research is aimed to study the relation between optimism and commitment in private organizations. The hypothesis was, there will be positive relationship between optimism and level of organizational commitment. A sample of 100 participants including both male and female were taken. The sample in the study is purposive – cum –incidental. Employees within age range of 25 to 45 from private organizations were included. Employees from public organization and semipublic organization were excluded.

## Optimism Promotes Organizational Commitment

To conduct the research two questionnaires were used organizational commitment scale and life orientation scale. Organizational commitment scale had 8 statements which emphasized on the individual's concern for the organization (factor 1) as well as identification with the organization (factor 2). After conducting the research, the data was put for statistical analysis. The life orientation scale had 10 statements related to optimism as well as pessimism. The mean standard deviation as well as the co-relation between optimism and organizational commitment was analyzed and interpreted.

Optimism means positive thinking. It reflects how much an individual is positive towards his/her future (positive expectations). Organizational commitment refers to employees psychological as well as emotional connection with the organization. It plays an important role to determine that whether the employee will stay in the organization and work towards the achievement of the goals. It is closely related to hope. It displays a significant positive relation with work commitment. This means that most of the people are very much optimistic in nature and are very well concerned with their organization and can identify themselves with their organization. They stay in their organization because they have dedication which indicates feelings of persistence as well as energy. Luthans et al. (2004), Bressler (2010), Medlin and Faulk (2011) as well as Taumbaugh (2005) supports that optimism, in overall, is significantly related to commitment (positive psychology). Baker et al. (2003) in his research suggested that optimism is positively related with work related state of mind. Optimistic people have belief and they accept the goals as well as values of the organization. They have the willingness to help the organization achieve or reach its goal. Shahnawaz&Jafri (2009) also related optimism with normative commitment. It means that moral belief or obligation is required to stay in the organization.

In the current research, table 1 shows the mean and standard deviation of optimism and organizational commitment. As per the table 2,  $r$  value for optimism and factor 1 is .271 which is significant at 0.01 level. Table 2 shows  $r$  value for optimism and factor 2 is .429 which is significant at 0.01 level. This shows significant positive relationship between optimism and factor 1 and factor 2 of commitment. Factor 1 represents level of concern for the organization and factor 2 represents identification with the organization. It further implies that people who are optimistic in nature are concerned for the organization but they identify themselves with the organization more. Optimistic people are high on self efficacy, which, as a result leads to high commitment level. Optimism is a personal resource which would be really helpful in the development of favourable attitudinal outcomes such as organizational commitment.

In the review of literature, we have seen that there have been many researches done on organizational commitment with relation to optimism, hope and resilience. Till date optimism and organizational commitment together was not taken in any research. So this research was mainly done to see the correlation between optimism and organizational commitment.

## Optimism Promotes Organizational Commitment

Optimistic behaviour is one of the most important aspects required in any organization. Optimistic people are aware of their strengths and weaknesses. They are flexible in nature, and have high self confidence. Optimistic people have the power to take initiatives, and have the ability to adapt in various situations. Their resilience power is very high. The optimistic attitude allows people to think feel and behave which further create a situation for success. They think before they take any action and give productive reactions. Optimism makes a person smarter. It shoots up the reasoning and creative skills in a person which helps in producing successful results. Optimistic people can easily connect to other employees of the organization. The goals of an organization can easily be achieved because optimistic people always look for something positive also in situations where the rules and policies of the organization gets amended or sometimes changed. People with high optimism uses all the available resources with their full potential. Employees with optimistic approach are able to assess external, temporary and situational circumstances.

### CONCLUSION & FUTURE IMPLICATIONS

The research was done with an objective to see the relationship between between optimism and commitment as it was earlier believed that in private organizations probably commitment has nothing to do with one being just optimistic .Although it has been earlier established that happy workers are most productive and optimism is the foundation of all.

This research can be used as a base to build model in an organization where sense of optimism can be instilled in employees through seminars, workshops and employee engagement activities which will have further impact their motivation, enthusiasm, honesty and limit counterproductive behavior or work place deviance.

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## Optimism Promotes Organizational Commitment

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### ***Conflict of Interest***

The authors colorfully declare this paper to bear not conflict of interests

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